

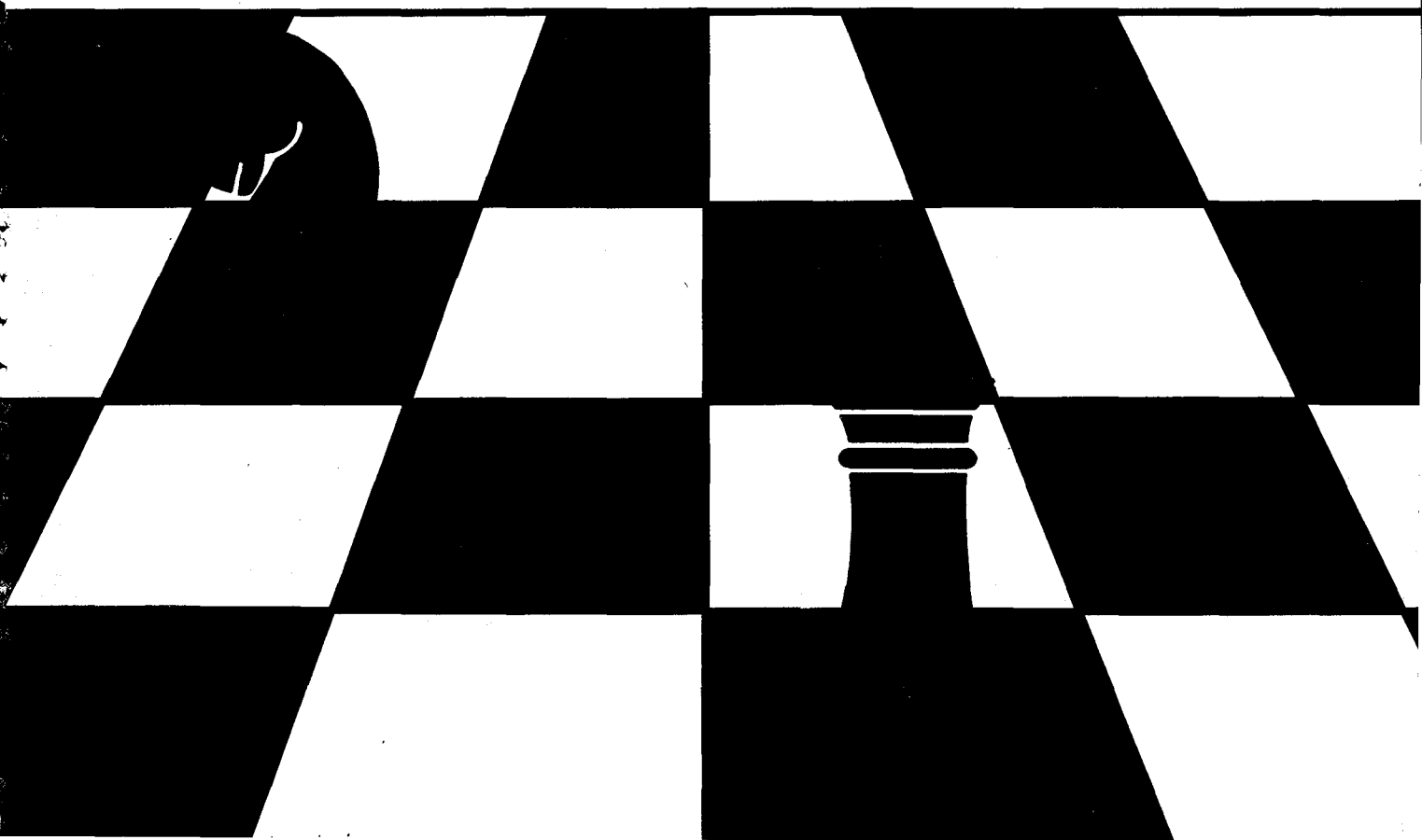
# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION FEBRUARY 1985

## Devising Your Long-Range Strategy



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

## Take A Step Toward The Future

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# EMPLOYEE SERVICES MANAGEMENT

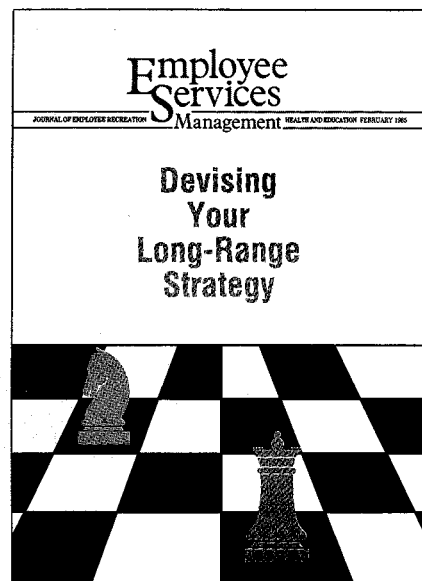
Volume 28 • No. 1

## In this issue . . .

Progressive management calls for a commitment to innovation and education: a constant re-thinking and refining of ideas, skills and programs. With an eye to the future, the progressive manager is always moving ahead.

Employee services managers dedicated to progress can ensure the future success of their programs by "Devising Your Long-Range Strategy," this month's cover story, which begins on page 17. And to ensure the continued progress of employee services and recreation as a profession, *ESM* takes a look at "The Umbrella Term: Defining Employee Services" and asks a top university professor, "How Should Colleges Prepare the Employee Services Professional?"

Finally, to help employees make a commitment to progress and continued education, employee services administrators should consider "Exploring Employee Self-Study Programs" and learn "How To Plan Instructional Programs."



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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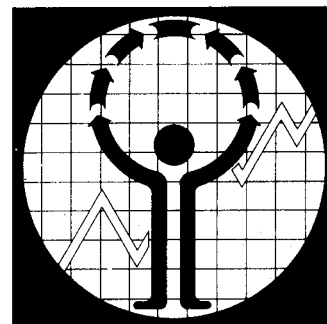
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



# Order Your Professional Library

## ☐ **Employee Services Management Magazine**

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## ☐ **New—The Traveler's Fitness/Health Directory**

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## ☐ **An Introduction to Industrial Recreation: Employee Services and Activities**

The first college textbook on employee programs to be published in a generation. An invaluable resource for the student, new practitioner and veteran administrator. Covers economic and ethical background, practical program implementation guidelines, and the place of the professional recreation director in business, industry and government. Hardcover. 236 pages. \$21.00 per copy plus postage and handling.\*\*

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## NEWS IN BRIEF

### President Reagan Establishes Recreation Commission

A new national commission has been created to develop a blueprint for meeting America's recreation needs.

Creation of the Presidential Commission on Outdoor Recreation Resources Review by President Reagan on January 28 came as the result of four years of work by recreation interests.

"The commission offers a national forum for discussing the changes underway in how we use our leisure time and for devising means by which public and private interests can meet our nation's recreation needs," according to Derrick A. Crandall, President of the American Recreation Coalition (ARC).

Among the issues the commission will study and offer recommendations on are: funding for public recreation programs; integration and dissemination of information on private and public recreation resources; the role of for-profit and non-profit organizations as

recreation providers on public lands; and necessary changes in federal recreation programs and policies.

The commission will have a small staff based in Washington, D.C. and is expected to conduct public hearings across the nation focusing on innovative recreation programs and on future recreation needs assessment. More information on the commission's activities is available from ARC, 1915 Eye Street, Suite 700, Washington, D.C. 20006.

### Part-time Workers Grow in Ranks

Part-time workers are growing in number as employers cut costs, reports the *Wall Street Journal*.

Western Airlines is using more part-time ticket agents and baggage handlers since it switched to a "hub-and-spoke" flight system. Maximum staffing is only needed early and late in the day.

Sloans Supermarkets, New York, says part-timers account for about 40% of its employees. Red Apple, another New York grocer, says its largest store has three full-time workers and 43 part-timers; that helps avoid night-pay premiums for most workers.

The Labor Department says that the number of temporary workers jumped by a total of more than 261,000 in 1983 and 1984, while the ranks of the self-employed also grew by 410,000.

"It's a new way for employers to add to work forces without adding as much cost as regular employees," says the Conference Board.

### Shifts in American Dietary Habits

As America's food supply has swelled, so has the nation's per capita food consumption, reports *U.S. News & World Report*.

Agriculture Department figures show Americans, on average, not only are

## NESRA Education and Research Foundation

**The NESRA Education and Research Foundation believes no manager should ever enter a boardroom empty-handed. Especially an employee services manager.**



Because top management demands facts and figures to justify any investment in company-sponsored programs, the NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional or leader with the kind of bottom-line data that their bosses understand. The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the impact of fitness on job performance and the positive relationship between employee programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

**Send your donation or inquiry to the NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60153.**

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## NEWS IN BRIEF

eating more food but also are taking in more calories than they did in the 1960s.

On the other hand, not since the Great Depression of the 1930s have animal products such as meat, milk and eggs made up a smaller share of U.S. diets than they do now. Crop products such as fruits, vegetables and cereals now constitute 59 percent of what Americans eat, compared with 55 percent in 1963.

According to nutritionists, the new generation's shift away from animal products is motivated more by health concerns than by economic necessity.

### Firms Cut Down On Travel, Meal Expenses

Forty-one percent of the companies surveyed for the American Express 1984/85 "Survey of Business Travel" require their employees to stay at moderately-priced hotels, reports *Meetings & Conventions Insider's Report*.

This was found in spite of the fact that more than half of the survey participants agree that their primary concern with regard to business travel is "to make it as convenient and comfortable as possible for our employees."

While the average cost of a dine-alone meal on a business trip has risen 35 percent since 1980, companies have been limiting the number of meals for which they will pay, reports *USA Today*. As a result, the amount companies spend on meal costs has dropped 15 percent.

### Monday Morning Blues

A recent long-term study of executive heart-attack victims shows that 75 percent of those who died at work died on Monday, reports the Blue Cross-Blue Shield magazine, "Health Talk." Of those who died at home, 50 percent also died on Monday.

A major factor in those deaths, says

the magazine, was "the Monday blues" associated with returning to work after an exhausting weekend.

To decrease risk, reports *U.S. News & World Report*, doctors recommend spreading relaxation, fun and exercise evenly throughout the workweek, rather than trying to crowd everything into the weekend.

### Work-Related Injuries Dropping

A new Labor Department report for the last decade shows the number of job-related injuries and illnesses continuing in a downward trend.

The rate went from 11 per 100 full-time workers in 1973 to 9.1 in 1975, rose briefly to 9.5 in 1979 and since then has declined every year to 7.6 in 1983, which was the last year for which results have been tabulated.

Falling down the stairs at work results in an estimated 33,000 injuries a

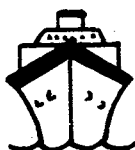
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## NEWS IN BRIEF

year, says the Labor Department study. Food-service workers are the most likely victims.

### Pay in U.S. Outpaces Rest of World

If your salary hasn't been leaping lately and you're thinking that the gross might be greener on the other side of the ocean, think again, says a story in the Chicago *Sun-Times*.

In fact, start counting your blessings. Analysts who monitor such trends around the globe say that United States rates of compensation continue to be the highest in the world.

Werner L. Chilton, an economist at New York's Citibank, said although you might expect that "the difficult reductions in pay that many American workers have endured in the last couple of years have served to narrow the broad gap between U.S. and foreign pay levels, that's simply not what has been

happening. Instead, the pay differential frequently has widened."

The table below expresses hourly pay levels abroad as percentages of the U.S. level. Taking West Germany as an example, a manufacturing worker there earned 84 cents last year for every dollar earned by his U.S. counterpart.

	1983	1982	1981
W. Germany	84	89	96
Netherlands	78	84	90
Sweden	73	86	108
France	62	67	74
Italy	62	63	67
Britain	53	58	65
Japan	51	49	56
Brazil	14	21	20
Taiwan	13	13	14
Mexico	12	17	33
South Korea	10	10	10

Hourly pay levels abroad as compared to the U.S.

### Wasted Time On The Job

Workers spend 82.9 hours a year on company time getting ready to work or leave work, says a survey by Robert

Half International Inc., New York recruiter.

That's about nine minutes to start, three minutes to leave for lunch and almost seven minutes preparing to go home.

### 1980s Seeing Record Office Boom

In the last four-and-a-half years, 218 million square feet of new downtown office space has been completed or is under construction in 33 of the largest cities in the United States. This already puts the total tally for the first half of the 1980s 21 million square feet ahead of production totals accumulated during the entire decade of the 1970s, according to a study of downtown office space.

This record level of office construction has produced an over-supply of unleased new space in some areas, the Urban Investment and Development Co.

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study finds. At mid-year 1984, downtowns in the study had just over 71 million square feet of unleased space in office buildings completed since 1980 or still under construction. A growing number of cities, however, are showing the ability to absorb new downtown office space in increasingly larger amounts.

The top ten downtowns in total office construction since 1950, ranked in millions of square feet produced, consist of the following cities: New York City (167.8); Chicago (52.8); Washington, D.C. (37.0); Houston (35.5); San Francisco (32.0); Dallas (25.7); Los Angeles (23.6); Boston (22.8); Denver (21.0); and Philadelphia (15.6).

### Special Bermuda Travel Discount Available For NESRA Members

Bermuda Travel Planners, Ltd. is offering NESRA member employees a

12% discount on 10 sailings to Bermuda on the Nordic Prince, starting April 20th. Included as well is free, roundtrip air to New York, where passengers will board ship for sailing to Bermuda. This represents an exceptional employee benefit that can be offered to corporation employees.

For further information on employee discount Bermuda vacations, call or write the tour operator at: Bermuda Travel Planners, Ltd., 420 Lexington Avenue, New York, NY 10170; outside New York State 800-323-2020; New York area 212-867-2718.

### NESRA Region II Conference "A Capital Experience"

"A Capital Experience" was had by more than 150 delegates from industry and government who participated in the National Employee Services and Recreation Association's annual Region II

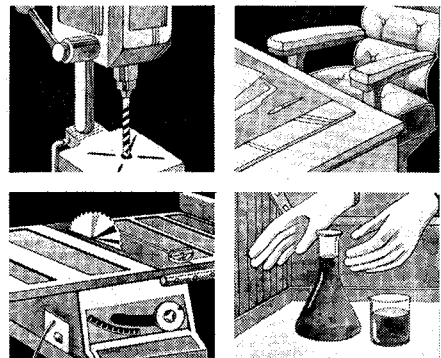
Conference. In honor of the event, which was held October 25-27, 1984 at the Sheraton in Washington, D.C., Mayor Marion Barry issued a proclamation declaring those dates "Employee Services and Recreation Days" in the city.

Football Hall-of-Famer and Marriott Hotels vice president Sam Huff set the tone for the conference in his keynote address emphasizing the importance of selling management on the significance of employee services and the enjoyable and profitable rewards to both when the goal is reached.

In addition to the keynote address, the conference program included seminars, speakers, exhibitors, tours and meal functions at what was the first NESRA regional conference in Washington, D.C. Seminar topics included "Sixty-Minute Law School," "Making Money from Your Desktop" and "Tournaments—Hear it from the Pros."

Other conference highlights were a spouse program featuring a tour of the White House, over 75 exhibitors, the

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**President's Council  
 on Physical Fitness  
 and Sports.**



## NEWS IN BRIEF

"Buckeyeopener" (a NESRA Region II breakfast sponsored by the Ohio chapters), strategy sessions on "How to Add Spunk to Your Publications" and "Outdoor Recreation," and a speech by York Onnen, national director of programs for the President's Council on Physical Fitness and Sports, at the all-conference banquet.

"The realization that employee health and morale are crucial to high productivity is being recognized by leaders of industry and government all over our country," Onnen said. "We have made tremendous strides and I predict that in a few years nearly all newly built government and industrial buildings will include fitness and recreation facilities for employees."

The conference committee was headed by regional directors Pete DeFranco, Xerox Corporation, and Randy Schools, National Institutes of Health. Mary McKey of the League of Federal Recreation Associations served as conference coordinator. Twenty additional volunteers from Region II helped to make the conference a success.

### Region III Conference Attendees Learn Benefits of "Helping People Grow"

The Drake in Oak Brook, Illinois was home once again to the 1984 Region III Conference. Held November 15-17, the theme of the conference was "Helping People Grow."

Employee services managers from NESRA's Midwest region learned how to grow on a both a professional and personal level through sessions such as "Keep Reaching—The Power of High Expectations," a time management seminar, and "Working With Volunteers."

"Each participant came home from the conference with information and ideas that he or she could use both at the office and in day to day life," says Peggy Treder, conference chairman, of Comdisco, Inc.



*Above: NFL Hall-of-Famer Sam Huff was the keynote speaker at the NESRA Region II Conference. Below: Delegates at the NESRA Region III Conference learned how to grow on both a professional and personal level.*

More than 80 participants attended the conference, including more than 18 vendors and 53 members. Keynote speaker was Arthur C. Prine of R. R. Donnelley & Sons, who addressed the topic of "Helping People Grow." Other sessions included "Working With Community Programs," "Fitness through Podiatry," "Funding Your Employee Services Program," and "Surveys—A Tool for the Future."

Introduced at the conference was the

all-new "war stories" session, which was moderated by Betty Atchison of R. R. Donnelley & Sons. Other highlights included an optional tour of NESRA headquarters and a special session by Mel Byers, past NESRA winner of the Distinguished Service Award, on publicity and promotion.

**Coming next month in ESM:** Highlights of the Region V and Region VII Conference.



# Key Speakers Slated for 1985 NESRA Conference

Leisure . . . free time? Or time on your hands? Hours to be filled? Or some elusive quantity that simply passes by?

There is so much talk of leisure these days, but just what *is* it—and what good is it anyway?

Understanding what leisure is all about, its uniqueness in providing op-

portunities for growth, and its tremendous importance in contributing to the quality of employees' lives will be the theme of the keynote address at the National Employee Services and Recreation Association's 44th Annual Conference and Exhibit, May 1-5, 1985 at The Sheraton-Boston Hotel in Boston, Massachusetts.

Opening NESRA's annual event is Jeanne E. Sherrow, Ph.D., associate professor of leisure studies at the University of Massachusetts, Amherst. In her general conference session, "Leisure: Free Time or Time On Your Hands?", Sherrow will look at just what leisure can do for us, how it contributes to our lives, and how it can become an albatross around our necks if we let it. Specifically, she will discuss leisure lifestyles, how to discover whether or not you are satisfied with your leisure lifestyle and what you can do to make the most out of your leisure time.

Also addressing the NESRA delegation is Sarah Weddington, director, Texas Office of State-Federal Relations, and the youngest woman ever to win a landmark case before the U.S. Supreme Court. Weddington, who has been named "Woman of the Future" by *Ladies' Home Journal* and selected as one of the Ten Outstanding Women in America by *Time* magazine, will speak on "Motivation and Leadership." A much sought-after television guest commentator, Weddington is an expert on motivation, achievement and how to dynamically and creatively put one's talents to use.

Management advice for employee services and recreation professionals and volunteers will be provided by conference speaker Ronald E. LeBleu, Ph.D., who is a managing partner of Software People Concepts, Inc., a firm specializing in general management and human resource consulting. LeBleu has 25 years experience in the research, marketing, corporate development and

personnel functions and strongly believes in the "people-side" of managing. His general session, "The Business of Business Presentations: Presenters, Audiences, Content and Vibrations," will focus on presentation skills, staging skills and follow-up skills.

"A business presentation is generally deemed 'successful' when at best something 'good' or at worst nothing 'bad' results," says LeBleu. "But the presenter can control many of these factors, which my talk will deal with, as well other variables which are not necessarily within the presenter's control but must be managed."

Also speaking at the NESRA conference is Joseph S. Alpert, M.D., director of cardiovascular medicine at the University of Massachusetts Medical School in Worcester, Massachusetts. Dr. Alpert will address "Exercise, the Heart and Heart Attacks."

Earlier generations would have cautioned against overly vigorous exertion which might lead to "an enlarged heart," the so-called athletic heart syndrome. Similarly, patients with heart attacks were advised to restrict their activity markedly. Over the last twenty years, however, there has been a complete reversal in our understanding and advice about exercise, says Alpert. "Exercise is recommended as beneficial for both healthy individuals as well as for heart attack patients," he adds.

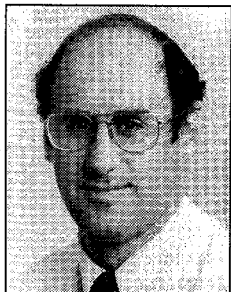
Anthony G. Marshall, Dean of the School of Hospitality Management at Florida International University and legal expert in the hospitality industry, is another conference speaker with a very important message: in our increasingly consumer-oriented society, we have gone from *caveat emptor* to the other extreme—let the seller beware. And the consequences for employee services managers? They must take proper precautions in their programming. To help, Marshall offers a session on "Recreation: A Risky Business."



Jeanne E. Sherrow, Ph.D.



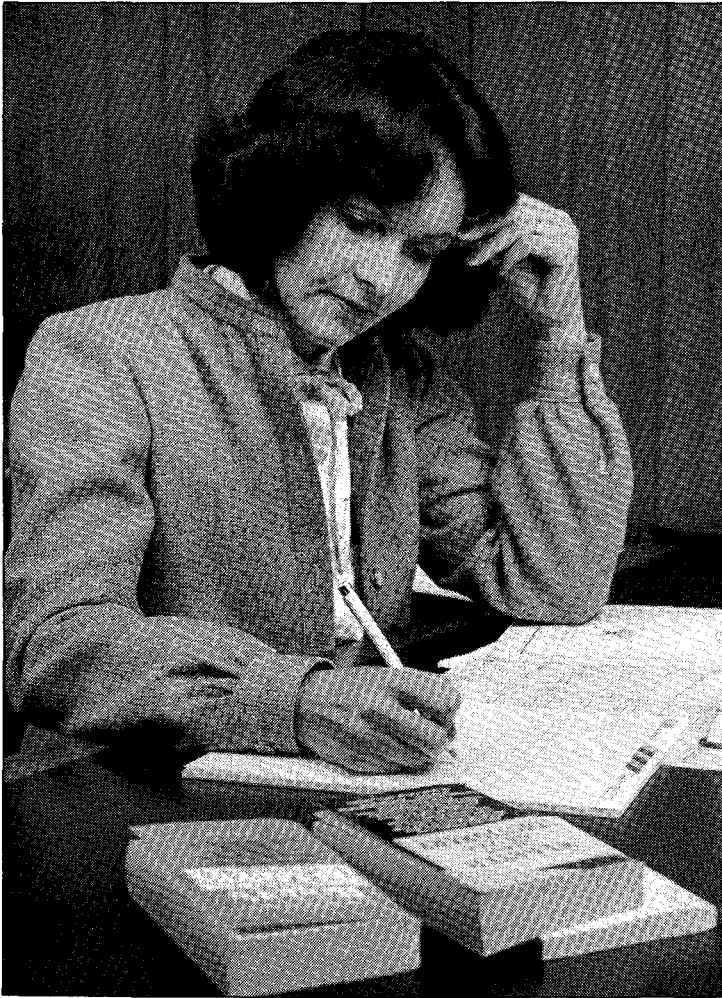
Sarah Weddington



Joseph S. Alpert, M.D.



Anthony G. Marshall



# Exploring Employee Self-Study Programs

by Margaret Morgan Bynum

**T**he doors are wide open! Only you set your limits! Opportunity is on all sides of you! You're free to set your course, decide your future, control your life!

Sound like an ad for the American Way of Life or the New Frontier or Utopia? Maybe it is. With the ever-present demand from company employees for alternative types of education come self-study programs as diverse as self-hypnosis, time management and auto mechanics.

Consulting firms, bookstores and your local library have an ever-increasing listing of courses that employees administer to themselves. The number of programs and amount of information are staggering and often confusing.

## YOUR ROLE

As an employee services manager, you can help your employees by making self-paced educational programs readily available—and affordable. In

many cases, you can offer them discounts up to 50%.

For example, *Speed Learning*, a reading course designed to improve both reading speed and comprehension, is regularly \$99.95. Through employee discount programs, the price is reduced to as little as \$54.95.

Prices of self-administered programs vary tremendously, and price is not necessarily an indication of value to the user. A quick brush-up course at \$19.95 may fill a participant's need more precisely than a much expanded program at \$500 that offers more information than he or she can use.

The average for self-study is probably between \$75 and \$100—full list price, that is, without the discount you can offer.

## NEEDS ASSESSMENT

How do you determine the kinds of programs your employees need? Ask them.

Send a questionnaire requesting sub-

jects they find interesting, necessary or possible. A rating is helpful: great interest, probably use; interest, probably examine; curious, might look at; little interest, doubt of use. This type of assessment gives you a priority list for meeting needs and interests while you develop your resources.

To aid them in their identification of needs—indeed, even of wants—you may decide to compile some guidelines based upon the types of programs you decide to make available.

## SELF-STUDY AIDS CAREER DEVELOPMENT

Sometimes a purely subjective decision can be made based upon what employees would like to learn; sometimes job-related requirements dictate their course selection as some professional certification may be involved.

Some corporations include program recommendations as a part of their annual performance evaluation. These suggestions are evidence of interest in

# Self-Study

individual development and career planning, and the wise employee follows the suggestions—either to bolster an area of weakness or to develop new capabilities. They may be for improved attitude and motivation or be related to specific skills.

Or employees may recognize the need to improve specific skills in which they feel shaky. Programs which can improve work-related skills may include developmental reading, time management, sales training, supervisory skills, personal relationships, delegating, negotiating or oral presentation.

## NON-JOB RELATED PROGRAMS

On the other hand, employee needs may be those of expanding horizons, increasing knowledge in languages or computers, or English literature, stress management or memory improvement.

With comparatively little expense and the time the participant decides to allocate, all these topics can be approached through self-study. Employees can teach themselves appreciation of classical music or typing or sewing—and the or's go on.

Perhaps your employees' only need is to satisfy their own curiosity. Can they earn money writing for magazines or cartooning or designing clothes? Self-study can help them find out.

## ADVANTAGES OF SELF-STUDY

There are many obvious advantages to self-paced programs. Employees decide the schedule, fitting it into established obligations for work and pleasure. They aren't tied to class schedules designed for an instructor's time.

The same is true of the setting; employees decide where they want to learn—preferably a place where they will be able to accomplish their goals with the greatest concentration and fewest interruptions.

There's also the attraction of being able to decide exactly what they want to learn. Employee time isn't wasted

filling someone else's needs. And they meet their needs in privacy, not in a group where their lack of knowledge must be known by others with possible resulting embarrassment. If they fulfill their needs half-way through a self-study program, they can stop there.

## SELF-STUDY DOESN'T MEAN LOW QUALITY

No, you don't have to sacrifice quality of instruction to obtain the advantages of self-study. Of course, the quality is variable. But don't avoid the whole idea because you may get one that doesn't live up to your expectations. Learn how to evaluate what is offered and how well it will satisfy employee needs.

## GUIDELINES FOR EMPLOYEE SELF-STUDY PROGRAMS

How do you evaluate the many self-instructional programs which are on the market? Here are some guidelines for program selection and goal setting which will help both employee services managers and employees to select a self-study program to meet their needs:

- Determine specific purposes and concrete goals you wish to achieve.
- Take an honest look at the time you *will* devote to program completion—not the amount of time you think would impress your boss or wife or neighbor.
- Decide whether you need a book, an audiocassette, or a video cassette/film program.

A book can give you facts, diagrams, illustrations and opinions, and is usually less expensive than other training programs.

An audiocassette program offers oral encouragement, motivation and variation of audible presentations. You can listen many times a day when you can't read—in the car, for example.

A videocassette or film requires equipment to use it but is best for learning how-to subjects where you need to watch someone go through a process.

## GOAL SETTING

After considering those general decisions, go back to the first: goal setting. What is your goal? Are employees looking for general information, historical background, future application guidelines, practice formats, review of forgotten information or an introduction to brand new ideas on a chosen subject?

To illustrate, if employees express a need to improve their ability to create a good business letter, what is their specific need: a review of basic grammar or a brush-up of current usage? A review of punctuation rules or just a quick reminder of how to use a semicolon? The format used to type the heading, date, and block paragraphs or the organization of a technical report? How to write a good opening and objective-achieving closing or how to write good sentences and paragraphs? Reader analysis or government-accepted terminology?

You see the point—just deciding to take or offer a course on business writing is not enough. What part of business writing? Be specific about what you want; you won't find it unless you know what it is. And only your employees can tell you exactly what they need.

## SELF-PACED OR INSTRUCTED?

Next, be sure that self-instruction can provide it. Referring again to the example of desiring to improve business writing, will employees be able to read what they write with enough objectivity to see what needs improving, or do they really need an instructor to evaluate the clarity, conciseness, and correctness of what you've written? You may need to offer an adult school course instead of a self-study program.

If you or your employees know you don't have time management and self control to complete a course of study without some monitoring, either set some accountability for those participating or attend a class. (Reporting



progress to someone not closely involved in your life often provides enough accountability).

## RESULTS

Let's assume that a self-paced program will best satisfy employee needs and provide what they need to achieve some well defined goals.

Your next questions might be, "Will they accomplish anything? Will it work?"

Our experience can reassure you there. Yes, self-study does work if you work with it.

For example, certified public accountants taking our *Speed Learning* reading program sent their completed books to us for evaluation. This gives us the opportunity to record scores from matching tests taken before and after self-instructed completion. The group average indicates a 94 percent improvement in reading efficiency; others realized over a 100 percent gain.

## WHERE TO FIND SELF-STUDY SOURCES

There are many sources of programs. Any magazine which appeals to the do-it-yourself entrepreneur, obviously, will include ads for training these independent individuals. *Success*, *Training and Venture* are a few.

Investigate what your local library has available. They may loan or rent courses and the equipment to hear and see them. Many educational institutions have catalogs of courses they loan or rent; some have offerings on TV for college credit upon completion.

If you decide upon this route, be sure you understand the requirements; must you purchase books from them, submit completed programs, or take pre and post tests?

If you are a member of a professional organization, inquire about a list or catalog of recommended courses. Many publishing companies produce training programs and have catalogs available. Call or write, specifying your interests and needs in case they have a number of categories.

In researching sources, don't ignore the best advertising available: word-of-mouth.

## SUCCESS INSURANCE

After completing the entire analysis of need and desire and the selection of a program to satisfy employee goals, how can you add some insurance for success? This, too, should be considered before beginning a self-study program. Four steps will help employees take control of the ultimate results of their self-instruction; you may want to share these, too:

**1. Establish specific goals.** These should include knowledge attainment and a time deadline. Some programs provide tests or checks before, during and at the end of the program. If they

**"A quick brush-up course at \$19.95 may fill a participant's need more precisely than a . . . program at \$500."**

don't, establish your own. Make up your own test to check mastery of the material provided. And set a deadline date for completion; no end in sight means no reason to work *tonight!*

**2. Develop a schedule.** Be realistic in what you can demand in the time you have available. Consider conflicts and obligations before they force you to change your schedule. Allow for changes, but set firm guidelines for completion of each section.

For example, determine you'll study each morning from 6:30 to 8:00 or each evening from 7:00 to 9:30 and complete a unit or module each week. If your schedule is interrupted, feel the necessity to study at other times to complete the week's section on schedule. The harder you are on yourself, the more seriously you'll take your task, and the greater will be your achievement and sense of attainment.

**3. After each section, chapter, or module, pause to review what you've learned.** Consider applications to your life. It takes mental effort to transfer knowledge you attain from the book or tape to your actual use of it. Don't fool yourself into thinking the process is automatic.

**4. Complete an evaluation sheet at the end of the course.** The mental discipline is worth it even if no one ever asks your opinion. Evaluating your achievement after each course, noticing the types of instruction that are most effective and guidelines that are most helpful to you in achieving your goals, will make selection of the next program an easier process.


## COMPANY BENEFITS

One of the joys in a company developing self-study programs is the feedback from happy employees. The company gains by having more productive—and better educated—employees. Such programs may stimulate employees' initiative in bettering themselves, both on and off the job. And employees who feel good about themselves will do better in their work.

## SELF-STUDY MEANS SELF-IMPROVEMENT

What will be the benefits to employees after this somewhat lengthy process? They are limited only by their own depth of motivation, time management and self-control. Perhaps the best way to appreciate the benefits of a self-study program is to prepare a list of expected benefits, then check these off as employees experience them. Among other things, they should enjoy improved morale and performance with work-related courses.

**C**ompletion of any self-instruction will improve employees' self-images; they set a course and stuck with it even when it was inconvenient. They respect themselves. And that's the first step in earning the respect of others.

In fact, perhaps that comedian who never gets any respect should complete a self-study course. Opportunity is, indeed, all around him—and you and your employees! 

Margaret Morgan Bynum is Managing Editor of *Learn Incorporated*. For a complete, free self-study catalog, call or write *Learn Inc.*, 113 Gaither Drive, Mount Laurel, NJ 08054, (609) 234-6100.

# How Should Colleges Prepare the Employee Services Professional?

*A university professor offers a contemporary prospective on the employee services and recreation curriculum that is needed to prepare our new professionals.*



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by Craig Finney, Ph.D.

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**H**istorically, worksite employee services and recreation programs were simplistic in nature, often being comprised of little more than recreational activities and a few tournaments and special events. In the past few years, however, we have seen this typical worksite recreation program become more diversified and complex.

The growth in the number and nature of corporate recreation, service, and health and fitness promotion programs is staggering. The profession has indeed changed.

Today's employee services and recreation programs attempt to meet the total needs of the employees. This is not to suggest that all worksite programs are this diversified. But rather,

as a professional field, our programs have become more complex. There are those worksite programs that emphasize services, or health and fitness promotion, or recreation, or a blend of all three areas.

Not only have the programs become more diversified, but the components of program areas have become increasingly disparate. Examples might include programs with services including child care, a company store, retail/discount arrangements, counseling services/classes, and pre-retirement planning; health and fitness promotion programs comprising smoking cessation, dietary planning, stress management seminars, and physiological testing and development; and recreation programs incorporating park courses, worksite walk-for-life courses, clubs, and tournaments.

Some of this growth and development in employee services and recreation programs can be linked to an increased awareness among corporate policy makers concerning the benefits of such programs. Decreased stress, absenteeism and turnover, increased employee health and productivity, and a positive influence on recruiting are among the company benefits. These decision makers are encouraging worksite recreation program administrators to expand their programs.

## **EXPANDING RESPONSIBILITIES DEMAND NEW SKILLS**

However, a major contribution to the growth and expansion of our profession is our maturing as a profession. As a professional group, we are young—NESRA being formally constituted in the 1940's.

As we have matured in the work place, expanding in the numbers and variety of activities, services, and programs offered to employees, so too have the skills necessary to provide such programs expanded. Most professionals in the field have been able to learn

and hone their skills as necessary, and in most cases, this on-the-job training has been effective. But, what of the new professional who enters this complex and divergent field without those years of on-the-job training?

Perhaps it is time we address this question, to ensure that those future professionals entering the field can do so successfully, thus aiding in the continued growth and maturity of the profession itself.

Typically, recreation curricula provides students with a breadth of knowledge concerning: 1) the historical and philosophical significance of recreation and leisure, 2) recreation program

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**"If we do not adequately prepare our new professionals now . . . they will not be able to ensure the continued growth we are experiencing today."**

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planning, 3) leadership, and 4) administration skills.

While this knowledge is a good foundation, it may not adequately provide entering professionals the specialized skills, knowledge and understanding necessary to work successfully and effectively within the corporate world.

If we utilize the above mentioned curriculum areas as a foundation, we can augment it with other courses that can assist the neophyte professional.

## **A NEW CURRICULUM**

First, we *must* recognize that a significant amount of course work is necessary outside the field of recreation.

Since worksite recreation programs may include child care, mercantile, fitness and counseling, as well as recreation programming, it is clear that the professional needs an understanding of some or all of these subjects. It may not be necessary to develop an expertise in each area, but it would seem realistic (as well as good strategy) to have a basic understanding of these service areas as well as an expertise in at least one area.

In addition to the typical recreation curriculum of program planning, leadership and organization, there is a vital need for courses in: budgeting, general business law, politics, facility management, personnel management, fund raising, communication skills (verbal & written), computer applications, marketing, retailing, consumer behavior, stress management, counseling techniques (alcohol, drugs, marriage), child care and development, physiology of exercise, prevention and care of injuries, biomechanics, evaluation and program prescription, volunteer management, and management research.

As one can readily recognize, these courses represent the varied situations found in today's employee services and recreation programs. A course should be designed to integrate these varied perspectives and components.

Such a course (we'll call it *Introduction to Worksite Recreation*) should also address:

- The role and benefits of worksite recreation;
- The role of the worksite recreation administrator;
- Professional ethics;
- The corporate world;
- Current research in the benefits of corporate recreation;
- NESRA and other professional organizations' role in the profession; and
- The benefits of professional organization memberships.

In addition to the above courses which will effectively enlarge and strengthen the academic foundation necessary for successful entry into the field, there are

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## Colleges

two additional components.

First, there is a need for professional alliance and interaction with those professionals currently working in the field. NESRA has made significant strides in encouraging student membership as well as participation at their professional meetings. This relationship between neophyte and seasoned professionals is critical and there is a need for such relationships to continue and expand.

The second, and capstone experience or component in the professional

is better."

There is little doubt that an intern cannot receive as much indepth on-the-job exposure when working 10-15 hours per week as when working 30-40 hours per week in a semester. Therefore, the professional should encourage the student intern and university to establish a 1-2 semester, 30-40 hours/week internship experience. This time allotment will provide the intern with sufficient opportunities to engage in major activities and events, thereby gaining major professional experience.

**"In addition to the typical recreation curriculum of program planning . . . there is a vital need for courses in budgeting, politics, facility management, fund raising, counseling techniques, child care and development, prevention and care of injuries, and volunteer management."**


preparation process, is the internship experience. Indeed, it is important that that the organization's needs are consistent with those of the student intern. The internship experience affords the student the opportunity to test the knowledge and skills developed in the classroom—a REALITY CHECK.

This reality check is of grave importance for both the student and the profession, for it assists the student in discovering his or her strengths and weaknesses, as well as likes and dislikes. The experience also provides for the refining of skills, and learning of skills and knowledge which *cannot* be gained in the classroom. Professionals who supervise an intern play a major role in the training and preparation of the entering professional.

Furthermore, the duration of the internship experience plays an important role in the success of the internship experience for both the student and organization. Generally speaking, "more

If there is indeed value in the curriculum model proposed here, it would be reasonable to ask: "How many educational institutions afford the neophyte professional with a sound educational foundation?" A check with NESRA reveals very few educational institutions offer the curriculum discussed here.

Such a situation should concern us, for the future of employee services and recreation lies in its new professionals. If we do not adequately prepare our new professionals now, there is little question that they will not be able to afford the profession the vision and strength to ensure the continued growth we are experiencing today.

This then is a call to educators, corporate recreation professionals and students to unite, and together develop curriculum that will guard our future. 

*Craig Finney, Ph.D., is an associate professor of recreation and leisure studies at California State University Northridge.*



# Devising Your Long-Range Strategy

by James A. Chipps, Jr.



**R**unning an employee services and recreation program is often like playing a game of chess.

Much like chess, a winning program requires strategy. As an employee services manager, you not only have to plan ahead to determine who you will be programming for in the future, you also have to ensure that budget constraints or lack of employee participation will not put your program in "checkmate."

Planning your next move well in advance—as well as preparing for that move somewhere down the line—will guarantee the future success of your program. To be a good player, you need to devise a carefully thought-out strategic plan.

## **WHAT A STRATEGIC PLAN CAN—AND CANNOT—DO**

Strategic plans, and the attendant processes utilized in their creation, is a subject which brings to mind many

# Strategy

opinions—most of them negative. Why, many ask, should I waste my time and my company's resources in developing a long-range plan that is obsolete on the very day of its approval?

It was with this clear bias in mind that I participated in what turned out to be a rather exciting organizational adventure—the development of a five-year plan for my association, the California Grape & Tree Fruit League.

Before outlining the specific measures and steps to take in creating a strategic plan, it's important to realize what a five-year plan should be, what it should do and what it should *not* do.

First, a strategic plan should be viewed as nothing more than a road map or "game plan." It should provide a sense of direction so that resources can be pulled together and coordinated in a truly effective manner.

Second, the plan should tell others—most importantly your employees—what your employee services and recreation program is all about, what its purposes and missions are, how affairs are conducted, what things are considered important, and conversely, what is considered to be not so important. Unlike bylaws which deal in internal mechanics, a five-year plan should focus on organizational objectives and issues.

Third, a five-year plan should not be a monument unto itself. Unlike a building whose walls are fixed once erected, a desirable strategic plan should set only a tone and tenor for your program, not define its every step. Because issues change, different priorities arise, and seasons come and go, long-range plans—the good ones anyway—are amended as situations dictate. To aid the amendment process, a well-constituted plan will channel needed change in a direction that is consistent with other, previously-defined organizational aims and purposes.

Fourth, a long-range plan should emphasize tomorrow in concert with today. Lasting and effective organizations and programs are typically ones that have some concept of the future

embedded in their activities and notions about the present. Accordingly, employee services managers should not forget that what you do today sets the stage for what you can and will accomplish tomorrow. If tasks are performed and employee programs instituted with no aim toward future ends, then you lessen your ability to control your own destiny.

**At the conclusion . . . we had a master plan for the next five years. We knew where we had been, where we were, and where we wanted to go for the first time in our history.**

It is with all these basic tenets in mind that the employee services and recreation manager should embark on the road of creating a five-year plan.

## A LONG-RANGE PLANNING PROCESS THAT REALLY WORKS

What follows is a "case study" about my non-profit business trade association's efforts to create a long range plan. Employee services administrators are urged to look beyond organizational references that do not specifically apply to their professional situations. Of importance in this article are the concepts

explored and methods used, which have application to any organizational setting.

In fact, I am sure that the process we used to develop our association's strategic plan would work for any employee services program.



## WHERE TO BEGIN

Approximately sixteen months prior to final plan adoption, an assessment of our industry needs in relation to the association was prepared by staff (a staff "white paper"). The document that resulted was essentially a compilation of random thoughts about where the organization had been, where it was now, and where it might want to go in the future.

This springboard document dealt broadly with issues critical to our association. Some of the questions employee services managers might ask are: How will the company's workforce change within the next five years? Will there be new employee needs and interests? How will legislation or finances affect our employee program? Will we outgrow our facilities? How can we gain more management support? Will some of our current programs become obsolete? Do new programs need to be added? How can we best help our employees? How can we ensure the growth of our program and increased employee participation?

This document also contained a lengthy series of ideas on what things might be accomplished by the organization, yet it did not include at this time any basic hunches on where priorities should be placed.

At this time, employee services managers should be thinking of what programs they could institute—not necessarily what programs they have a budget for.



## GETTING SUPPORT FROM ALL AREAS

The next step in the process, after circulation of the completed "white paper" to our executive committee and all standing committee chairmen, was the scheduling of individual discussion meetings with committee chairmen. These were intense, soul-searching, one-on-one discussions with our members who were the most expert in their respective fields and in their knowledge of the association and its historical programs, achievements and failures.

Employee services managers might want to meet employees and volunteers from various departments and fields of expertise, as well as the company doctor, fitness experts, those in charge of the various clubs and programs, and so on.

From these in-depth meetings emerged a tentative five-year-plan for every functional aspect of current and potential association activity. Each of these "mini-plans" contained a thorough background of our history, if any, in that functional area, conclusions reached about industry needs, extensive detail on how those needs might be provided for and a very lengthy list of recommendations.



## SYNTHESIZING AND PRIORITIZING

The next step in the process was to bring each full policy committee together to review, analyze and synthesize what had been done from all prior work and make it into yet another mini-five year plan draft. Although long and involved, each meeting brought forth lively discussion, impassioned argument, the laying out of facts, their dissection, and then their dissection once again. Not only was background reviewed and needs and required resources identified, but priorities were

developed and then priorities were assigned to priorities.

We were now at a critical point in the developmental process. We needed to bring all efforts together in an organized fashion to create a cohesive draft of a five-year plan.

Nothing yet was set in concrete, nor was there any intention that it should be. What we had at this point was the raw material, somewhat distilled and purified, from which an actual comprehensive draft plan had to be molded.

**Long-range plans—the good ones anyway—are amended as situations dictate.**



## GETTING DOWN TO BUSINESS

The final major step in drafting the plan was a two-day intense work session which was attended by our executive committee, three distinguished former chairmen, the staff and a professional meeting facilitator and organizational planner.

Each participant in this meeting was supplied with a complete notebook of materials about the organization and the initial phases of the planning process just described. This notebook had 18 different sections and each one, except number 18, was filled with information.

Why not number 18? Because this section was to be reserved for the actual draft of the five-year plan, which was

to be completed by the end of the second day of our retreat.

A professional meeting facilitator was hired and utilized for several important reasons:

1. There was a desire to remove staff from the process at this point. Staff participated only as a resource (e.g., answering questions and giving background information) so that member discussion remained unfettered by conscious and unconscious staff bias.
2. There was a desire to provide adequate review, yet complete all work within the two day time period. We knew from past experience that a professional was needed if the time objective was to be met.
3. There was a need for input from an objective third party experienced in similar planning and developmental projects.

For the entire two day exercise, the large group was divided into two smaller groups. After each round of discussion, a representative from each group was picked to state his or her group's position on the point under discussion. Each group was allowed rebuttal time.

It was through this process that the groups were directed to come to a consensus before any new task was undertaken. Everything that was agreed to in one step of the process was written down and used during the next step.



## KEEPING YOUR MISSION IN SIGHT

The first group task was the development of a mission statement for the organization. This statement guided the group's thinking for the next two days.

The second round of discussion involved the prioritization of all current and perceived association activities and functions, which was followed by the third round, which was aimed at defin-

# Strategy

ing what organizational implications were posed for the association if it moved ahead with implementation of the three highest priority functions.



## IDENTIFYING WORK THAT NEEDS TO BE DONE

The fifth round of discussion centered on the notion that given that priorities and guidelines have been determined and agreed to, what specific decisions can and had to be made for the association's future recommended program of work? Each functional area of activity, including specific jobs or tasks, was highlighted according to work currently being performed, work that would be new, and work that was continuing but whose scope or level of effort was to be changed.



## PREPARING A BUDGET

The sixth and final round of discussion got down to dollars and cents. In short, given that a program of work had been outlined for the next five years, what resources were required and available to sustain it? As could be expected, even further compromise within the group occurred during this part of the discussion.

At the conclusion of the second day of our retreat, we had our master plan for the next five years. We knew where we had been, where we were, and where we wanted to go for the first time in our history. Just as importantly, we had figured out a way to finance the program of work, and we had even included milestones and other criteria necessary to measure our progress at key times.



## BENEFITS OF STRATEGIC PLANNING

I am confident that the process we used would work for any organization. It relied on broad and varied input from every segment of our membership and leadership. Every phase was built on by the succeeding phase, so we never lost focus of our objective.

Interestingly, most who participated in the planning effort found the planning process to be as exciting as the final product itself.

And because most of the membership had participated in the development of the plan at various times, it was unanimously approved and lauded for its thoroughness and thoughtfulness by our 50-member Board of Directors after more than a year of work—no small feat!


## The Long-Range Planning Process In a Nutshell

1. Conduct a needs assessment of both current services and future needs.
2. Review your findings.
3. Establish a core committee to expand upon the assessment results.
4. Get down to business: create a planning agenda, reach a consensus and prioritize programs.
5. Differentiate between what can be accomplished now and what needs to be done in the future.
6. Conduct an annual review of your long-range plan to insure its vitality, measure your progress and initiate any needed change.


**G**ive long-range planning a try. You and those involved will learn a great deal about your employee services and recreation program and the importance of what it is trying to accomplish.

Remember, these are the words of an admitted convert.

With your strategic plan in hand, you need not worry what your next move will be. Your handy "game plan" will always be there to refer to and to monitor your program's progress.

By devising a strategic plan, you, your company and your employees will all come up winners. 

*James A. Chipps, Jr. is the vice president of the California Grape & Tree Fruit League in Fresno and frequently consults on management issues.*



# The Umbrella Term: Defining Employee Services

by June Cramer, Editor

**T**he answer: Fashion shows, first aid training, time management workshops, cooking classes, educational seminars, nutritional cafeteria lunches, free check cashing, van-pooling, discount tickets—and the list goes on.

The question: What are employee services?

It's a term we all use everyday, but we often take for granted. Being faced with the task of defining it is almost like looking for a needle in a haystack—you have to dive right in and actually experience it.

**I**n the past, employee services meant the annual company picnic and a turkey

at Christmas, a softball tournament banquet in the company cafeteria, and perhaps a reduced ticket here or there.

Ask any employee what these services mean today, however, and they're apt to tell you a whole lot more. To many, it's a morale booster. Others define it as a fringe benefit. Still others call it a "lifesaver."

Indeed, the definition of employee services has expanded dramatically, extending to include a diverse agenda of programs. Today, employee services means fitness classes and computer clubs, EAPs and assertiveness training, blood pressure checks and brown bag seminars, a company store and family movie nights.

To get a grasp on this somewhat elusive term, *ESM* polled members from across the country—working professionals out in the field—and asked them to define "employee services." This

mini-poll revealed some surprising answers.

## STRAIGHT FROM THE EXPERTS

What we discovered in polling members is that employee services is actually an "umbrella term" which covers a wide range of employee benefits. And although varying companies' programs are quite diverse, there is one thing the experts—employee services managers—agree on: this umbrella is continuing to grow. As one professional puts it, "My company's employee services program is expanding all the time. We've grown so rapidly that we now need larger facilities and more programs and staff to accommodate employee interest."

"In my 13 years as an employee services and recreation administrator,"





# Employee Services

echoes another member, "I've seen it go from company picnics and sports to more diversified programs that address special needs, such as discount programs, trips and more interest clubs and seminars."

## SOMETHING FOR EVERYONE

Part of the appeal of employee services is that they can reach every worker in the company. The health enthusiast can attend nutrition seminars, smoking cessation classes and stress or weight reduction programs. The worker interested in saving money (and what employee isn't?) can buy discounted goods at the employee store. And the employee looking to expand his or her horizons can attend book discussion groups, literature or film lectures, or other educational seminars.

Employee services can even reach out to the troubled employee and help out with personal problems and crucial life periods through such programs as EAPs, child care and pre-retirement planning.

And because of this mass appeal, interest in employee services programs is continuing to soar.

"The interest in employee services is growing all the time," contends one employee services manager. "Sometimes employees come into our office and say, 'I didn't know this service was available. I wish I had known a lot sooner.' But once they find out, they keep coming back—again and again."

These services are important to workers, emphasizes another respondent, because 1) they save time, and 2) they save money.

"Employee services improves the quality of life for the worker," notes one surveyed member. "Who can pass up a deal like that?"

## TYPICAL EMPLOYEE SERVICES PROGRAMS

By their very nature, employee services programs are atypical. Each company's employees have different needs,

and thus, each company will need to provide different employee services.

Some employee services programs have achieved a great nationwide popularity, however.

In fact, the most popular employee program of any kind, according to NESRA's 1984 membership survey, is an employee services program—discount service/tickets programs, which are offered by nearly 75 percent of NESRA members.

Other popular service programs include United Way drives (63.4 percent), blood drives (59.2 percent), award/recognition programs (58.9 percent), discount service/products (54.4

**"Any program which helps the employee out with any aspect of his or her life—whether it be at home or on the job—can rightfully be called an 'employee service.'"**

percent), first aid/CPR training (50.2 percent), employee assistance programs (28.6 percent), stress management (27.5 percent), and retirement planning (26.5 percent).

The survey also reveals that employee services programs are high on the priority list of those programs to be added by member companies within the next two years. Health management, EAPs, adult education classes, financial and legal counseling and travel services are among the programs which are seeing a high trend toward growth.

## INFINITE POSSIBILITIES

Perhaps the reason why it is so hard to define employee services is that this

type of programming knows no parameters. As one employee services manager explains it, "Any program which helps the employee out with any aspect of his or her life—whether it be at home or on the job—can rightfully be called an 'employee service.'"

Although discount services, company stores and service awards are the most well-known employee services, trend-spotters indicate that other programs will take on more importance in the years ahead. Among them: employee newsletters, financial services, child care, EAPs, car-pooling, cafeterias and nutrition seminars and sales.

Some companies are even beginning to offer such unique employee services as a company gas station (at reduced prices), a driver's license exam-taking service, on-site stamp buying or post office, dress for success training, fresh produce for sale and health and fitness testing.

## THE BOTTOM LINE

No matter how you define employee services, it all adds up to the same thing: happier, healthier and more productive employees. And no matter what you call that, companies still find the benefits to be sweet.

By showing that the company cares about them, employee services serve both the employee and the company.

"Employee services means a friend inside the company for employees," says one employee services administrator. "It's *their* department."

The key now, our poll indicates, is to market these services and get employees to take advantage of them.

"We must do a better job of touching the employees we haven't yet touched," asserts an employee services manager who sees a bright future for employee services.

Like an umbrella, employee services programs come in all shapes and sizes. But what's important is what they all have in common: keeping employee happy—on both sunny and rainy days.





## Combining Fitness and Business: The Formula for Success

by Rick Griggs

*The traditional approach to teaching healthy living and complete physical fitness has not worked. People either quit after several weeks or they push too hard, too fast and end up dying too soon. A good analysis of the situation, like good market research, clearly shows that those who need fitness the most are in business settings and are usually quite committed to the goals, methods and techniques used in that particular setting.*

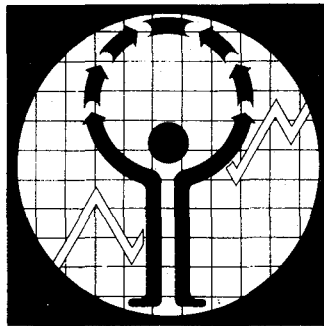
*The fitness professional's job becomes one of combining business and fitness. This article explains how basic business and basic physical fitness can be combined in some economical and high leverage ways. This approach catches professionals on their own turf and leads to longlasting and non-injurious career and lifestyle improvements.*

*We call it "careerstyle."*

**B**usiness professionals are paid to get the most out of every dollar spent. Any activity that does not serve a specific need or service is quickly terminated in most well-run organizations.

Physical fitness programs often fall on both sides of this fence. On the one hand, many businesses support the fitness movement. They cannot close their eyes to the astounding statistics on the high costs of poor health and the money-saving advantages of good fitness programs. Current figures show that 1.5 million Americans suffer heart attacks each year. One third of those do not live to talk about it. Industry pays over \$700 million a year to replace these victims. A recent study found a strong link between consistent exercise habits and longevity.

When it comes to nutrition, even the celebrities are catching on. Johnny Carson's second wife Joanne said that better eating habits would have kept their marriage together. Sophia Loren says that she always eats three meals a day and quits while she's still a little hungry.



On the other hand, many still believe that exercise and nutrition programs are a waste of time and money. They cite the case of a well-known runner/writer who died of a heart attack while jogging. Their statistics usually include the part of a study that found that those who exercise are five times more likely to have a heart attack while exercising.

The complete story is that inconsistent exercise activity (*a la weekend warriors*) increases the likelihood of heart attack considerably but consistent exercise reduces the overall risk. Other quips most often recited against exercise are that it takes dozens of miles to "burn off" a milkshake and you will probably get hit by a car or get cancer

from exhaust fumes.

There seems to be an obvious need for a fitness break-even analysis to help lay the issue to rest. Most experts agree, fitness in the workplace is here to stay. The question is in what form. The fitness profession needs to look at more effective ways of first, getting the accurate message across and second, ensuring active participation until the payoffs are as plain as day.

The idea of "careerstyle" is a combination of business and fitness methods that can go a long way towards filling the gap that business professionals see when they consider the fitness movement.

Let's compare the two enterprises: running a body and running a business career. The overall goal of physical fitness, according to *Physical Fitness Digest*, is "the ability to carry out daily tasks with vigor and alertness, without undue fatigue, and with ample energy to enjoy leisure-time pursuits and to meet unforeseen emergencies."

We can measure this by the five most mentioned components of complete physical fitness: 1) muscle strength,

2) muscle endurance, 3) flexibility, 4) cardiovascular efficiency and 5) bodyfat percentage. A few sources will add balance and coordination to the list.

Business is often defined with help from a branch of economics called "Theory of the Firm." This states that business is an enterprise that deals with the delivery of products and services in accordance with prevalent market demand and supply conditions. The products and services must fill a definite consumer need. In this case, our measurements include quality, on-time delivery and fair and reasonable prices. A separate measure for service is often added.

In both business and fitness we find ultimate goals to reach, intermediate steps to take, risks and ways of measuring successful completion. In a sense they are quite similar. Here we have our first glimpse of the economies we can realize by using already known and used business ideas to assist in teaching and maintaining fitness and health programs or vice versa.

"Careerstyle" uses the similarities as a point of departure to make the leap less scary. We are less defensive to new ideas if they already resemble our own.

## FITNESS AND BUSINESS: A WINNING COMBINATION

A second glimpse of the business/fitness double-play deals with the success rate that each can have by employing the other. In other words, the woman who puts her professional career above her physical fitness has already built a major barrier into her career path. More and more executives are convinced that many of the same qualities leading to success and promotability in business are found in those who continually persist in their fitness programs.

What business is not aching to find men and women who can endure pain, discouragement and setbacks only to

get back up and continue a program that will lead to better mental and physical well-being? Add to that reduced medical costs, lower absenteeism and higher productivity, and you get that super potential that most companies dream of finding.

**The fitness profession needs to look at more effective ways of first, getting the message across and second, ensuring active participation until the payoffs are as plain as day.**

The man who lives in the weight room and goes about his fitness program the same way month after month is only getting 50¢ on his fitness dollar. This guy needs to use workable business techniques to get full fitness value.

Consider the champions we saw at the 1984 Olympics. Can anyone believe that they won medals because they simply tried harder? Not at all. True champions continue to win because they first learn all available techniques and then apply them to specific areas for improvement. The "careerstyle" concept plays both sides of the field.

## PUTTING BUSINESS PRACTICES TO WORK FOR FITNESS

Here are five general principles that apply directly to both business and fitness. They provide much of the framework on which "careerstyle" is built.

**Input Incubation:** In business many creative problem solving strategies use the incubation concept. Following a brainstorming session or just a hard mental grind, it is recommended to let

the ideas sit a while. Napoleon Hill calls it letting the subconscious go to work.

In fitness we find that the very same thing can be quite helpful. As we try new activities it is helpful to go slow and even stop to let the body reach equilibrium. In business and in fitness all inputs need time to breathe. Our minds and our bodies need to adjust whenever we tackle something new or more intense.

**Stimulus Control:** Have you ever seen someone who is trying to quit smoking only to walk into a familiar bar and light up without thinking? That is a form of stimulus control. How about the chips and salsa sitting on the table when you have decided not to partake? You suddenly find yourself with crumbs on your chin and salsa on your breath. External events have extraordinary pulling power in our lives. Use your helmet to remind you to go bicycling, use a certain chair to do your tough financial work. Try setting that book you want to read on top of the paperwork and put your jogging shoes right beside your bed.

**Activity Leverage:** Leverage is defined as power to act effectively. For our purposes we can say it is the amount of output per unit of activity.

Activity leverage is the only way to rise above the crowd. We all have 168 hours per week or about 720 hours per month. Some of us work harder to get more output while others leverage their business and fitness activities in order to get much more output for any specific activity. Taking one step at a time gets you nowhere. Each step must be leveraged. Procrastination always decreases leverage.

**Behavior Goals:** The behavioral psychologists suggest that behavior is best managed when it is clearly specified, cues and reminders are visible and the consequences of completion or non-completion are quick and noticeable.

Behavioral goals, then, must state what business or fitness activities you wish to accomplish. These goals include ways of measuring the results and a timeframe for when they will be done. Most of us stop here. In order to get

the full self-management value, we must add reminder cues and response consequences. The cues get us ready to act and the positive consequences tell us "wow, that's worth doing again." All should be concisely written down.

**Premack Principle:** The opportunity to engage in a high rate (fun) activity is contingent upon engaging in a low rate (dull) activity. Grandma had it mastered; "Now, you mind mom and dad, and I'll have a treat for you." Another example is treating yourself and a friend to a movie only after completing your exercise program for the week.

In essence, we are talking about modifying your business and fitness activities so that you use what is already enjoyable or rewarding to help you improve your career and your lifestyle. First, do the low rate activities and then have a blast with the high rate activities. The interesting part is that over time the low rate activities begin to be more and more enjoyable.

## HOW TO DEVELOP A CAREERSTYLE

The following is a list of five of the most important skills to learn in developing a productive "careerstyle."

1. **Expert Scheduling:** Everyone schedules but few are expert at using the past, present and future. Good scheduling insists that we look backwards to see what worked and what did not. We must look at current trends and techniques, and just like champion athletes, apply them to specific areas for improvement.

Expert scheduling must also be predictive. It must anticipate barriers and opportunities. One major opportunity worth mentioning is that by scheduling ahead, one can easily merge a fitness program into a heavily-packed business schedule. An important point is that the written schedule should never be filed. Keep it visible at all times.

2. **Stress Channeling:** Stress can come from real or imagined sources. The surprising fact is that positive changes in our lives can produce as

much stress as the usual culprits like worry, anxiety, financial problems and illness. Dr. Hans Selye defined it by saying that stress is a non-specific response of the body to any demand placed on it. At the onset of stressful periods our energies should be consciously

**"The man who lives in the weight room and goes about his fitness program the same way month after month is only getting 50¢ on his fitness dollar. This guy needs . . . business techniques to get full fitness value."**

channeled in three directions: a) **Nutrition**—the 3-4-5- rule is for 3 meals a day, 4 food groups and 5 glasses of water (separate from meals); b) **Exercise**—consistent and moderate exercise does wonders for stress reduction; and c) **Communication**—confiding in friends and associates is not a sign of weakness but rather a powerful way of channeling stress.

3. **Batching:** Batching like-items eliminates repetition and gives us added economies of size and scale. None of us have time to waste doing routine tasks over and over again. Consider the non-urgent telephone calls all of us must make sometime during each week. The choice is to do them one by one or group them on a specific afternoon with the phone book, address book and restaurant napkins all ready to go. You can save 30 to 90 minutes each week by batching telephone calls. Now you can use that extra time in high leverage business and fitness activities.

4. **Three-For-One Sales:** "Careerstyle" suggests that you hit all the 3-for-1 sales of life. Many people already do two things in one trip. The cream of the crop have disciplined themselves to think ahead and always get three things done in any one trip. A nice idea is to sandwich a fitness activity in-between

a couple of business activities. Ever notice how top performers never get bored? They know something that works.

5. **Activity Tailoring:** If you don't like jogging in the morning, don't. If writing after lunch puts you to sleep, do something more active and write later (or earlier). By tailoring your activities you will become more productive, less stressed and end up with more time to devote to your business career and fitness lifestyle. Your "careerstyle" will be taking shape.

**T**he individual in pursuit of true and complete success must do like the greatest business leaders and athletes of all time have done. A wide variety of skills, knowledge and techniques are mobilized and fine tuned until ready to be unleashed in relentless pursuit of clear goals and objectives.

"Careerstyle" implies that we bear the risk of "doing fitness" just like we bear the risk of competing in the professional business world. In business and in fitness all opportunities should be maximized, leveraged and fully developed. On the flip side, the possibility of business litigation, loss and bankruptcy or physical injury and even death should be understood and minimized.

A fully integrated "careerstyle" includes business, fitness and behavioral strategies that smoothly play off of each other like a well-conducted symphony. The truly successful 5-7% of the population are those who are maximizing their professional and physical potential. Anything less will be lopsided and short term.

The challenge is to take charge now, and in a reasonable way, play to your strengths. We live business everyday. We set goals, we monitor progress and we make corrections. Let's use what works to lower our resting pulse rates, stress levels and bodyfat percentages so we can live long enough to spend all that money.

*Rick Griggs has an M.A. in Business Behavior Analysis and is the founder of Management Fitness Systems in Mountain View, CA.*

# Managing The Recreation Intern

by Nick DiGrino, Ph.D. and Barbara White, Ed.D.

**S**uppose someone offered you a chance to invest in rising new company with the promise of a bright future. Although no gamble is ever without its risks (after all, this company's still untested—a new kid on the block), this investment could mean enormous payoffs.

Would you play it safe and perhaps pass up a chance in a lifetime? Or would you take the gamble and make the investment?

Such is the decision that many employee services managers face when they consider taking on a recreation intern. Like the company on its way to the top, the student intern promises unlimited potential. And just as buying a share in a soon-to-be *Fortune* 500 company, acceptance of one or more university interns can represent an excellent "low-risk, high yield" investment for the employee services manager.

Like any good investment opportunity, however, poor decision making and lack of expertise can result in net losses. The principle parties in the internship experience—the company, the student, and the university—all have much to gain from a positive ten to sixteen week internship placement. But proper management of the recreation intern requires time, patience and a good deal of planning.

### Bridging The Gap

The university realizes that the methods and theories learned and discussed in the classroom usually require an applied setting to become truly meaningful to the student. It is not uncommon for field-trips, laboratories, and "off-campus" assignments to be included as part of the student's course work. However, nothing serves this function better than a full-time internship experience.

The university is looking to the company and its employee services division to provide a learning environment late in the student's college education that the "campus community" is not

**Interns bring inquisitive minds to the organization . . . they also can bring a wealth of talent.**

equipped to provide. The employee services manager and his or her staff is asked to provide the bridge that leads the student from campus to a chosen career.

As an "extended faculty member", it is important for the employee services supervisor to maintain a healthy appreciation for the complementary nature of the campus and internship experiences.

The proverbial light bulb of knowledge requires electricity that can only be generated from life's experiences. If the internship provides the necessary voltage, the three and one half years of university preparation contributes to a more efficient and better constructed light bulb. Veteran intern supervisors appreciate the 200-watt student and have probably been shocked more than once while trying to repair less functional bulbs. Most would agree that it is a rewarding time for the student, faculty supervisor and the employee services supervisor when the light bulb flashes.

Successful practitioners prefer to recruit and be stimulated by outstanding employees. While the employee services manager might prefer the most talented students, the university's position is a bit different. The real challenge to the educator (this includes the employee services manager once the student is placed) is to perpetuate professional growth in the student.

Returning briefly to the "light bulb" analogy, success would be defined in terms of *increased level* of brightness, rather than centering attention to the *level* of brightness itself. Just as the successful manager contributes to the growth and advancement of his or her staff, the university sees the true value of the internship measured in terms of the professional maturity that takes place.

Along with incorporating the employee services manager and his or her resources as part of the educational experience, the university also benefits from the professional contacts and acquaintances that are made during the course of the internship. To be effective in the classroom, faculty members must interact with their colleagues in the field; the internship provides an excellent avenue for this to occur. The university is interested in its graduates obtaining professional positions upon graduation. Moreover, it is widely accepted that the quality of a student's internship is positively correlated with their employability.

### Professional Growth

What does the student stand to gain from the internship investment? The response to this question closely parallels the previously stated benefits accrued by the university. The student wants to grow in a direction that will allow his or her credentials to approximate the

## MANAGER'S MEMO

entry level job descriptions and notices being posted.

Students realize that the job market is tight, necessitating a high level of professional depth and diversity. If the student has done a thorough personal audit of strengths and weaknesses, he will be approaching the internship experience intending to fill competency voids while making a positive impression on the employee services staff. At this point in the student's education, grades are not nearly as important as a glowing recommendation (or better yet—a job!) from his internship supervisor.

This sometimes creates a dilemma for the student. Even the best of students will hesitate to tackle the tasks and problems in areas where they are weak. The employee services manager, as intern supervisor, should encourage the student to confront such challenges.

Just as good managers welcome challenge and the responsibility that accompanies it; so do most interns. A challenge facing the intern supervisor is one of dispensing *almost* enough rope to the student to hang himself. Few students complete a successful internship without having their necks stretched a few inches. Knowing how much rope to assign is an art as well as a science. In general, employee services practitioners are good internship supervisors because they have adopted a philosophy with their program participants of maximizing the quality and intensity of the experience while maintaining a low level of actual risk.

### The Internship Team

The student intern, university internship coordinator, and the supervising employee services practitioner must work together as a team. A great deal of guidance and direction is shared with the student by the university internship coordinator prior to the actual experience.

Once the experience begins, the employee services manager is in the best position to guide the student toward fulfillment of his or her objectives. Before interviewing with the prospective intern supervisor, the student is nor-

mally expected to identify personal strengths and weaknesses. The supervising practitioner should expect the student to be capable of articulating objectives for the internship based on such a self-assessment. Even the most conscientious of students will overlook necessary competencies. The intern supervisor should pick up on such competency voids and assist the student intern in addressing them.

**Students can be assigned to worthwhile projects that either consume large amounts of staff time or have been lingering on the 'drawing board' for months.**

The occasional agency supervisor that develops elaborate "job descriptions" for student interns is probably focusing too heavily on what the student can offer the employee services division, rather than on the student's professional growth. The university and the student prefer the experience to result from a personalized response to the intern's needs.

The student should be expected to abide by the rules and regulations governing regular staff. At the same time, the intern supervisor has an opportunity to provide several unique opportunities for the student, such as observing and participating in various meetings within the organization. Attendance at meetings involving boards, staff, contractors, architects, special committees and professional organizations should be preceded and followed by briefing and debriefing sessions whenever time permits. The intern supervisor should meet with the intern on a regularly scheduled basis to assess progress and explore various topics of mutual professional interest.

### The Intern's Duties

It is important for the intern to be involved in starting new programs, supervising existing programs and serving in a face-to-face leadership capacity with different age and interest groups.

Students often get the opportunity to plan a new program for the division and carry it through to completion. Texas Instruments, for example, expects their recreation and fitness interns to assume responsibility for a program or project from beginning to end.

To help provide the student with the manager's perspective, time should be made available with the person-in-charge of the employee services/recreation division to learn about his or her responsibilities, problems and unique qualifications. Time should be spent in the office area observing and assisting with day-to-day operations as it relates to correspondence, financial planning and record keeping, public relations, fund raising, long range planning, volunteer recruitment and development, staff hiring and dismissal, acquisition of supplies and equipment and legal requirements.

Some intern supervisors insist that the intern visit a variety of employee services, fitness, and/or recreation organizations during the final weeks of the experience. The primary purpose is to gain exposure to other programs, facilities, philosophies and administrative procedures. It also creates an opportunity for establishing professional acquaintances. It is not uncommon for the student intern to be assigned for a limited period of time to a neighboring organization that is capable of providing exposure to a unique facility or programmatic experience important to the student's growth but unavailable at the originally assigned company.

The employee services manager should try to provide a supportive staff to work with the intern. A student assigned for one or two weeks by his or her intern supervisor to a maintenance foreman who resents having a "know it all college student who has probably never lifted a hammer" taking up his valuable time could prove to be disastrous. Then again, it could prove to be an enlightening experience for both



## MANAGER'S MEMO

parties! Generally, the staff need not share the degree of enthusiasm held by the intern supervisor, but staff commitment is an important ingredient.

### Financial Obligations

The student must have the financial capability of sustaining himself for the duration of the twelve to sixteen week experience. Depending on location, housing availability can represent an insurmountable obstacle to the prospective intern. Many host organizations provide room and board, and some even pay the student a subsistence level wage.

If financial support is provided, it should not serve as a detriment to the student's actual experience. Occasionally, the intern supervisor will assign the intern to mundane repetitive tasks that contribute nothing to professional development. Unfortunately, this tends to occur more often with interns who are also "paid employees."

The current state of the economy requires that employee services managers examine this issue with care and sensitivity. The increasing number of students who are unable to finance their college education is a concern of most practitioners who realize that even in a

tight job market, the need for bright young college graduates remains present.

**"... beyond measurable results is the satisfaction that staff can experience in knowing that a little bit of their philosophy and skills will forever be a part of the intern's professional makeup."**

### Company Benefits

Ultimately, the employee services manager must see value in participating in the internship process. Aside from making a general contribution to the profession, other more direct benefits are present. Interns bring inquisitive minds to the organizations. Their questions and recommendations are often overly simplistic and naive, yet they cause staff to view themselves from a slightly different angle. This often generates new and effective approaches to

program development and problem solving. Remember, the student intern might be lacking in experience, but he or she does have a keen intellect, professional training and enthusiasm.

The student approaches the company with specific learning objectives, but they also can bring a wealth of talent. Most prospective interns have garnered considerable experience through part-time and seasonal employment. Officiating skills, aquatic certification and youth leadership skills can normally be plugged into existing operations, saving the company time and money. Such assignments are more than acceptable so long as it does not detract from various learning opportunities defined by the university, student and intern supervisor.

Students can be assigned to worthwhile projects that either consume large amounts of staff time or have been lingering on the "drawing board" for months. Recent interns at Johnson Wax of Racine, Wisconsin, have assumed responsibility for planning and supervising special youth activities such as annual Halloween and Christmas parties.

One Johnson Wax intern planned and supervised a fashion show for employee-

## Where To Find A Recreation Intern

*The Following NESRA Academic Members Require Students to Complete An Internship:*

- **California Polytechnic State University**  
PE 208  
San Luis Obispo, California 93407  
Contact: Dr. Lynn M. Jamieson
- **California State University, Northridge**  
Dept. of Leisure Studies  
18111 Nordhoff Street  
Northridge, California 91330  
Contact: Dr. Craig Finney
- **Central Michigan University**  
Finch 109  
Mt. Pleasant, Michigan 48859  
Contact: Dean Wallin
- **University of Delaware**  
Carpenter Sports Building  
Newark, Delaware 19711  
Contact: Dr. Roger J. Spacht
- **Iowa State University**  
Leisure Studies Program  
Ames, Iowa 50011  
Contact: Nick DiGrino or Barbara White
- **University of Illinois**  
104 Huff  
1206 S. 4th Street  
Champaign, Illinois 61820  
Contact: George Lowrey, Jr.
- **Kansas State University**  
203 Ahearn  
Manhattan, Kansas 66506  
Contact: Dr. Don Lindley
- **University of Kentucky**  
114 Seaton Building  
Lexington, Kentucky 40506  
Contact: Dr. Andrew Weiner
- **Lyndon State College**  
Lyndonville, Vermont 05851  
Contact: Dr. Catherine DeLeo
- **Mesa College**  
P.O. Box 2647  
Grand Junction, Colorado 81501  
Contact: Ted Swanson
- **University of Minnesota**  
Division of Recreation, Park & Leisure Studies  
1900 University Ave. S.E.  
Minneapolis, Minnesota 55455  
Contact: Stuart J. Schleien, Ph.D.
- **Montana State University**  
HPER  
Bozeman, Montana 59717  
Contact: Curt Shirer, Ph.D.
- **Northeastern Illinois University**  
P.E. Dept.  
5500 N. St. Louis  
Chicago, Illinois 60625  
Contact: John Waechter
- **Northern Michigan University**  
Department of HPER  
Marquette, Michigan 49855  
Contact: Harvey A. Wallace, Ph.D.
- **University of the Pacific**  
Department of P.E. & Rec.  
Stockton, California 95211  
Contact: Dr. Evelyn L. Spring
- **Slippery Rock University**  
102 Morrow Fieldhouse  
Slippery Rock, Pennsylvania 16057  
Contact: Bruce Boliver
- **Triton Junior College**  
2000 5th Avenue  
River Grove, Illinois 60171  
Contact: Penny Devin
- **Virginia Commonwealth University**  
923 West Franklin Street  
Richmond, Virginia 23284  
Contact: Michael S. Wise

## MANAGER'S MEMO

ees and guests while others contributed to the planning and development of a fitness trail and horseshoe pits. Johnson Wax interns specializing in fitness assume responsibilities such as editing a monthly fitness newsletter and supervising retiree exercise classes.

At Texas Instruments (T.I.) in Dallas, a pair of interns planned and directed a two-day health fair attended by more than 500 people. A monthly newsletter on stress management is another T.I. intern responsibility, as was the design and development of a brochure promoting their new fitness center.

**A challenge facing the intern supervisor is one of dispensing almost enough rope to the student to hang himself.**

### The Bottom Line


A good case can be made for the benefits and cost savings associated with internship placement. But beyond measurable results is the satisfaction that staff can experience in knowing that a little bit of their philosophy and skills will forever be a part of the intern's professional makeup.

The goal of the internship program should be that every student consider his or her internship placement second to no other, before *and* after the experience. The employee services manager performs a vital role in transforming the student's goal to reality. On the way to providing the student with one of the most meaningful experiences of his or her college education, the company will invest considerable teaching/supervisory time and accumulate an unpredictable amount of frustration. One agency conservatively determined their investment in accommodating a twelve week internship student exceeded \$4,000.

If a good match is attained, the company will realize a significant return on its investment. More importantly, the organization will get to view itself

through the eyes of an eager young professional. The intangible benefits can be appreciable.

**M**embers of the internship team—along with a few “I told you so” skeptics—will find that as the weeks fly by, that quiet young intern with little to do but observe will complete his or her final days of the experience as

a confident and productive member of the staff. This is perhaps the biggest payoff in a most profitable venture. 

*Nick DiGrino, Ph.D. is an associate professor in the Leisure Studies Program at Iowa State University.*

*Barbara White, Ed.D. is an assistant professor in the Leisure Studies Program at Iowa State University.*

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 NESRA



## How To Plan Instructional Programs

by Elizabeth Sweigart, social director, The DuPont Country Club

**T**he physical and mental health and well being of our employees is a prime concern when planning activities at the Du Pont Country Club. We look for programs to bring enjoyment into the employees' leisure hours. With a wide diversity of interests, it is quite a challenge to supply a well-rounded program to suit the needs of such a large membership.

Facilities are supplied for the avid golfer and tennis buff, with four 18-hole golf courses and twenty-three outdoor tennis courts, plus six indoor courts for year-round pleasure. A lawn bowling green, consisting of eight championship-quality rinks, is also available.

It doesn't take much encouragement to get the golfer, tennis player or lawn bowler out and involved. However, my concern as social director is to provide a varied schedule of year-round activities for the *social* member. Instructional programs encompass a large part of this schedule—in the areas of health, self-improvement, money management, travel and strictly pleasure.

Not every employee likes to play golf, run, or get involved in other physical activities. But educational programs appeal to the entire workforce. From flower arranging to cooking classes, from assertiveness training to travelogs, from real estate seminars to defensive driving and CPR classes, instructional programs offer something for everyone—which is one reason why every employee services manager should consider putting these ideas to work in his or her own program.

### PLANNING INSTRUCTIONAL PROGRAMS

Arranging these programs is not as involved as you may think. With a little research, you can find professionals in your area who would be more than

willing to conduct these programs. In the area of health, a good place to start is your local YMCA, who can furnish information on instructors. Community colleges are another good source. Your local safety council can also help.

**“Not every employee likes to play golf, run or get involved in other physical activities. But educational programs appeal to the entire workforce.”**

Cultural programs require contacts with local museums and art galleries for guest speakers. You can arrange for well-known personalities or local TV stars through a talent agency or speakers' bureau in your area, or contact your local TV stations. These speakers usually demand large fees, but you can recoup your expenses by charging attendance fees.

For money management programs, contact any of the brokerage firms in your area, such as Merrill-Lynch, Dean Witter, Smith-Barney, or any CPA firm. They will be willing to conduct these seminars at no charge to you—just for the contacts they establish. A real estate agent can arrange for a panel of experts to talk about buying and selling a home, mortgages, and other financial matters.

To find qualified bridge or dance instructors, contact your local country clubs or ballrooms, or you may also find someone in your own organiza-

tion. By attending your local craft fairs you will come in contact with lots of people who are willing to conduct classes in the crafts. For photography experts, see your photo stores, and beverage distributors can help with wine tastings or wine-making instructors.

In the self-improvement field, you may have someone in your own organization who is qualified to conduct these seminars. Your local newspaper or speakers bureau is another source.

Travelogs are very popular. People love to dream about exotic destinations, even though they may never plan to participate in your tour programs.

Du Pont offers travelogs to the destinations that we are considering in our yearly tour programs. The travel agencies conducting your tours will be happy to arrange for the films, slides and speakers, as well as door prizes. If you don't have a tour program, you most likely have someone in your organization who is a traveler and would be more than happy to share his or her slides and talk about their trip.

Films can be rented from several different companies free of charge (West Glen Films, 1430 Broadway, NYC; Modern Talking Picture Service, 5000 Park St. North, St. Petersburg, Florida; Audience Planners, 1 Rockefeller Place, Suite 1710, New York, N.Y. or Modern Mass Media, Inc., 71 Passaic Ave., Chatham, New Jersey).

Once a year, employee services managers can plan a Travel Fair and invite local tour agencies to participate, asking each to offer a different tour destination which might appeal to your employees. Ask them to furnish films or slides on each area and be prepared to talk about the destination. They can also furnish door prizes. Your local passport office can furnish someone to talk on visas and passports and other travel-related topics. Luggage compa-

## PROGRAM SPOTLIGHT


nies will be willing to display their wares.

### TIMING IS IMPORTANT

Encourage employees to participate by offering activities at convenient times. Special retiree programs can be planned during daytime hours. Try to schedule other programs during the early evening hours, leaving employees free on weekends to be with their friends and family. Plan weekend events that can be enjoyed by the entire family,

**DuPont offers travelogs to the destinations that we are considering in our yearly tour programs.**

such as Craft Fairs, Travel Fairs and Computer Fairs. Or, you may be able to incorporate some of these programs into the lunch hour or at certain times during the employee workday, with the approval of management.

**A**s a recreation director, you will gain much satisfaction from the knowledge that you have added to the enjoyment of your fellow workers' leisure time and improved their state of mind, enabling them to perform more satisfactorily. This makes you an invaluable asset to your company. 

*Elizabeth Sweigart is the social director for The DuPont Country Club in Wilmington, Delaware.*

## Easy-to-Run Instructional Programs

*The following is a list of some of the most popular employee educational programs that The DuPont Country Club offers. Why not try one of these out at your own company?*

### Money

#### Management

- Estate Planning
- Investments
- Income Tax Guidelines
- Real Estate Seminars
- Wills & Trusts
- Yearly Tax Update Seminars

### Health

- Aerobics
- CPR Training
- Defensive Driving
- Diet Workshop
- Health Fair
- Jogging Instruction
- Physical Fitness
- Self-Defense Techniques (judo and karate)
- Yoga

### Self-Improvement

- Assertiveness Training
- Beauty Tips
- Color Me Beautiful
- Dress for Success
- Social Etiquette
- Teen Charm

### Pleasure

- Antique Appreciation and Refinishing
- Bridge
- Basketry
- Calligraphy
- Cooking
- Crafts
- Dance, (Ballroom, Square, Disco)
- Flower Arranging
- Oil Painting, Drawing, Watercolor
- Photography
- Sewing
- Windsurfing
- Wine Making

### Culture

- Art Auction
- Art Exhibits
- Interesting People Lectures
- Museum Speakers
- Wine Tastings

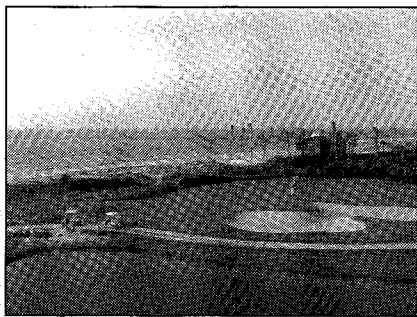
### Travel

- Travelogs
- Travel Fair
- Tours (to destinations in the U.S. and the World)

## NEW PRODUCT AND SERVICE GUIDE

### Seabrook Island Offers Special Discount For NESRA Members

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For more information or reservations, call toll free at (800) 845-5531 or (800) 922-2401 (in South Carolina), or contact Janet Samuels, Recreation Director, at (800) 845-2475.

### Easy-To-Make Awards And Certificates Of Merit

Caddylak Publishing's new book, "Awards and Certificates of Merit," is a special oversized paperback that lets you turn any photocopier into a printer of impressive awards and certificates.

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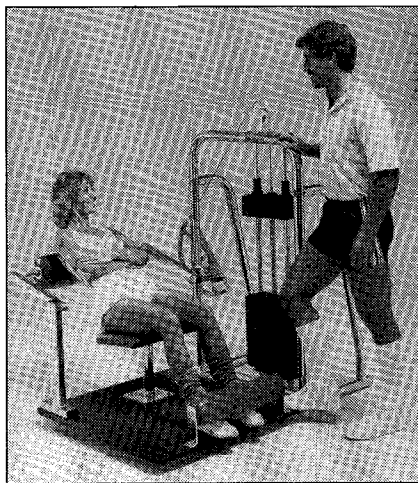
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### Universal Introduces New Exercise Machine

Universal Gym Equipment, Inc. introduces the Seated Back Machine, a new exercise machine designed to condition and strengthen the muscles in the lower back while the user is in a seated position.

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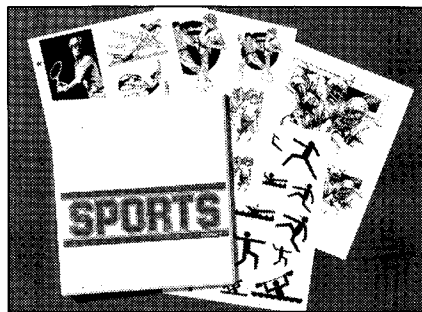
The Seated Back features a user-friendly selectorized weight stack conveniently positioned so that the user can change resistance without leaving the machine. The seat, foot-stop and back roller are comfortably padded and upholstered in Naugahyde. This machine's rubber base pad has raised rib-

bing to enhance foot grip. The frame is constructed with two-inch tubular steel and has a duplex nickel chrome finish.

For a free copy of Universal Gym's complete product catalog, write or call toll free: Universal Gym Equipment, Inc., P.O. Box 1270, Cedar Rapids, Iowa 52406, (319) 365-7561 or (800) 553-7901.

### New Sports Art Available For Newsletter Editors and Promotional Pieces

Sports illustrations for every season, athletic event and recreational activity are part of a new camera-ready art collection. *Sports, Volume 2*, is a follow-up to a first volume, both published by Dynamic Graphics, Inc.



Promote Employee Programs with Sports Art

This new second volume offers 206 individual graphics which range in subject matter from pro sports to such personal leisure activities as jogging, waterskiing and skeet shooting. Both team and individual sports are represented.

Styles of rendering include air-brushed work, cartoons, realistic line drawings and Olympic-like pictograms. The black-and-white line art is provided on heavy coated stock for excellent reproduction. Many graphics are provided in two or more sizes; all art can be altered or enlarged or reduced as desired.

Loose-leaf bound in permanent 3-ring binders, *Sports, Volume 2*, can be purchased individually or in combination with *Sports, Volume 1*. For ordering information, contact Dynamic Graphics, Inc., Dept. PR, 6000 N. Forest Park Drive, P.O. Box 1901, Peoria, IL 61656-1901.

# NETWORK

**Associated Industrial Recreation Council/Burbank, California.** Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

**Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia.** Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/Cleveland, Ohio.** Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

**Dallas-Ft. Worth Metroplex Regional Council For Employee Services and Recreation/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Walt Arnason—(303) 673-4267.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact William F. Osterloh—(618) 258-2905.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

**Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa.** Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/Washington, D.C.** Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month, excluding December. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/Oakland, California.** Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

## CONFERENCES & EXHIBITS

**The 1985 NESRA Conference and Exhibit** will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**September 11-14, 1985.** NESRA Region III Conference and Exhibit. Park Place Hotel, Traverse City, MI.

**September 19-22, 1985.** NESRA Region VII Conference and Exhibit. Hyatt Regency Monterey, Monterey, CA.

**October 10-13, 1985.** NESRA Region VI Conference and Exhibit. Hyatt Regency West, Houston, TX.

**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Minneapolis, MN.

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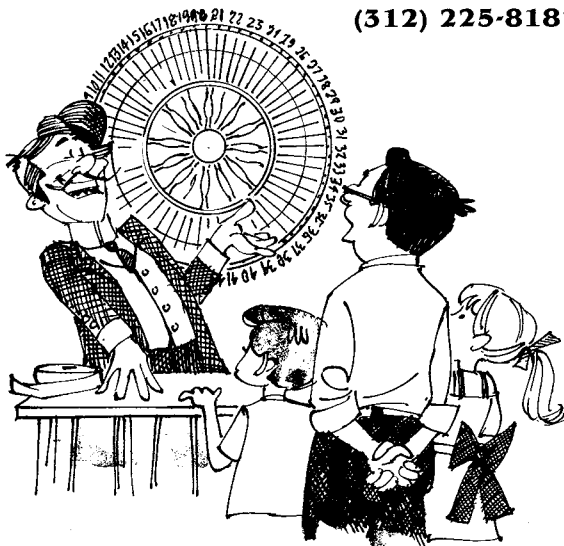
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**Because employees  
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

## Take A Step Toward The Future

May 1-5, 1985  
at

NESRA's 44th Annual  
Conference and Exhibit  
The Sheraton-Boston Hotel  
Boston, Massachusetts



# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 2

## In this issue . . .

Because planning for tomorrow begins today, employee services professionals must keep abreast of the latest trends in the field. To remain a leader requires a constant eye on the future.

A look into the future of employee services and recreation is exactly what *ESM* readers have in store for them at the 44th Annual Conference and Exhibit of the National Employee Services and Recreation Association, "Employee Services and Recreation: A Beacon to the Future." Held May 1-5, the 1985 conference site is the Sheraton Hotel in Boston, a city known as the "cradle of liberty" and a hotbed of innovative leadership.

Employee services and recreation managers, human resources professionals, fitness directors and employee association leaders attending the conference will gain innovative new ideas and knowledge presented by experts and professionals on a wide range of topics such as "Managing the Megatrends of the Eighties," "Leisure: Free Time or Time on Your Hands?," "The One Minute Communicator," "Reaching Today's Employees," "Recreation: A Risky Business," "How to Get the Most Out of Your Volunteers," and "Employee Assistance Programs in the Workplace."

As in years past, this conference guarantees what people in employee services, recreation and human resources have come to expect from NESRA: working knowledge that will help them in their jobs and their careers—both today and tomorrow.

*Employee Services Management* (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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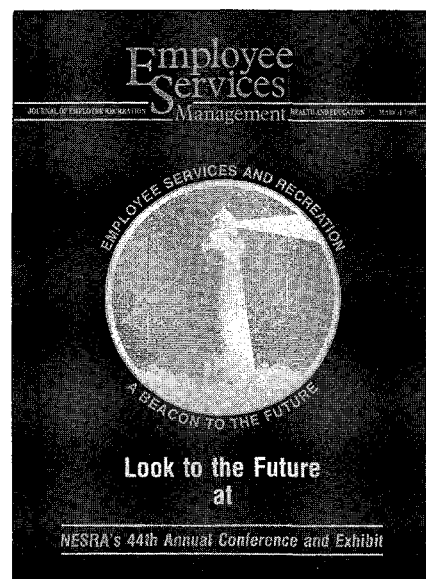
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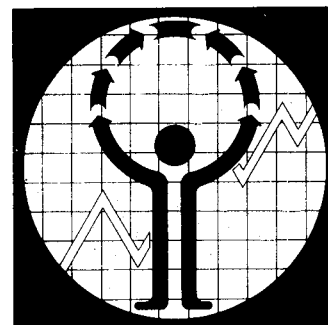
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# MARCH 1985

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## NEWS IN BRIEF

### U.S. Middle Managers' Salaries Up

Annual salaries for U.S. middle managers increased 7.7 percent in 1984, and currently average \$32,270 for 20 typical middle-level positions recently surveyed by the Administrative Management Society, Willow Grove, Pa., and published in the 1985 *AMS Guide to Management Compensation*.

Reflecting salaries in effect September 17, 1984, AMS's 13th annual North American salary and benefits survey reports on 40,494 middle-level management personnel with 2,813 companies in 112 cities. Of the 20 positions included in the survey, 15 are administrative in nature and five are industry-related.

In the U.S. for the third consecutive year, plant managers are averaging the highest salary at \$42,100, up from \$41,900. Plant managers and sales managers are the only positions in the U.S. portion of the survey to top \$40,000 with sales managers averaging \$40,000. Personnel directors came in third at \$38,400. The lowest salary reported is \$24,500 for word processing managers.

Regionally, U.S. managers working in the West, covering a 12-state area from Colorado to California, earned the top salaries with an average of \$34,340, an increase of 13.3 percent over the previous year's average of \$30,320, as shown in the table of regional salaries.

Another trend continuing among U.S. companies is to grant managers salary increases solely on merit. The latest AMS survey finds 58 percent of the U.S. companies are using this system. Another 29 percent give raises based

on merit and general, with the remaining companies giving general or COLA increases.

### Fanning Smoking In The Office

Employees who insist on smoking at work may be fogging their chances of advancement.

A recent survey by Robert Half International, Inc., found that half of U.S. *Fortune* 1000 corporations have designated no smoking areas. Fifty-one percent of the respondents said they did have specific locations where smoking was not allowed, and 49 percent had no such areas.

Robert Half, president of the firm, notes that, "Smokers are beginning to meet their match . . . in today's job market, those who insist on smoking may be hampering and restricting their flexibility and advancement."

### Telephones—A Phantom Benefit?

It's likely that many of your employees are spending nearly as much on-the-job time on personal telephone calls as they are on vacation time, according to a national study conducted by Accountemps.

The survey of personnel directors and top executives in *Fortune* 1000 companies found that the average employee spends 62 hours of on-the-job time on personal phone calls each year. This totals over one-and-a-half work weeks annually, Accountemps calculates.

According to the survey, employees on the average make and receive 3.14

personal phone calls on a daily basis and spend approximately 4.74 minutes on each call.

"It would appear that the personal phone call has become one of America's largest phantom job benefits," the report notes.

### Managers Stress Pay For Performance

Linking employees' compensation to performance is the foremost priority of corporate human resource and compensation managers, according to a survey prepared for Towers, Perrin, Forster & Crosby, international management consultants in New York City.

Forty-nine percent of a sampling of 426 senior human resource and compensation executives in private industry, government and not-for-profit organizations said pay for performance was their number one priority.

The survey also found:

- Improving skills of supervisors in performance reviews was cited as a priority by 15% of the participants.
- 12% pointed to the need to hold the line on administrative costs for human resources.
- 10% identified the need to comply with fair pay standards, including comparable worth.
- 7% said increasing job satisfaction among employees was important.
- 68% said the greater use of computers within the human resource department was a priority.
- 3% cited the need to extend incentives to a larger group of employees.

### Economy: Steady In 1985

By all indications, things will hold steady for the economy for the remainder of 1985 in terms of growth and the inflation rate.

According to The Conference Board's panel of 41 leading financial executives

U.S. SALARY AVERAGES BY REGION—1984

U.S. Region	1984	1983	Percent Increase
West	\$34,340	\$30,320	13.3%
East Central	\$33,010	\$29,275	12.8%
South	\$32,625	\$31,538	3.5%
East	\$31,780	\$29,766	6.8%
West Central	\$30,795	\$29,536	4.3%

## NEWS IN BRIEF

from major corporations, the U.S. economy will avoid serious inflation and remain recession-free this year, registering real growth of 3.5 percent.

The Conference Board's labor outlook panel of eight labor experts also predicts a recession-free, low-inflation business climate for the rest of this year, with only modest wage-price pressures.

The Conference Board's economic forum of 10 leading economists predicts real growth of about three percent this year, with an inflation rate of 4.5 percent. The economic forum predicts corporate profits after taxes to climb 8.5 percent, with unemployment holding its current level.

The economy faces major challenges, however, the economists warn. There are factors such as ballooning budget deficits.

### Poll Indicates Taxing Employee Benefits Would Prove Unpopular

Taxing employee benefits gets thumbs down in a recent Roper survey, reports the *Wall Street Journal*.

Reagan administration proposals to tax health insurance and other employee benefits get a negative reaction from 77 percent of the 500 people polled by the Roper organization. In the same poll, 80 percent of 1,950 chief executive officers said workers shouldn't be taxed on such benefits. But nearly half predicted companies would severely trim benefit programs if the tax break were lost.

More people polled said they'd rather have personal income taxes raised than have their benefits taxed. Nearly 60 percent also said they'd be less likely

to vote for a congressional candidate who favors dumping the tax exemption.

The Treasury Department says the plan would halt big revenue losses and reduce the deficit.

### Management Meetings: A Time-Consumer

Meetings consume 40 percent of the manager's day, according to The Goodrich & Sherwood Co.

Meetings "often become battlegrounds where individual egos are more important than addressing the needs of the business," says the report. In addition "Companies must guard against making the meeting environment too comfortable," as this causes meetings to last too long.

## NESRA Education and Research Foundation

**The NESRA Education and Research Foundation believes no manager should ever enter a boardroom empty-handed. Especially an employee services manager.**



Because top management demands facts and figures to justify any investment in company-sponsored programs, the NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional or leader with the kind of bottom-line data that their bosses understand. The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the impact of fitness on job performance and the positive relationship between employee programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

**Send your donation or inquiry to the NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60153.**

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## NEWS IN BRIEF

### EAPs Save Companies Money

Employee assistance programs (EAPs) can save millions of dollars as well as lives, *Personnel Advisory Bulletin* points out.

Amtrak, through its eight-year-old EAP program, calculates that it has saved over a million dollars. Since its inception, the program has worked with 1,779 people, of which 759 have made a complete recovery.

### Survey Reveals Need For Pre-retirement Counseling

There is a strong need for more pre-retirement counseling, the International Foundation of Employee Benefit Plans finds.

About 38 percent of surveyed retirees said that their companies provided some kind of retirement planning, usually limited to pensions, Social Security, and medical insurance. In addition, male employees received more help than female employees.

### Shift Work Better For Your Health

Chronohygiene—the study of the effects of work schedules on health—is giving rise to new conclusions about shift work, reports *Behavioral Sciences Newsletter*. The American Industrial Hygiene Assoc. finds that the less interference with workers' social lives, the better, and shorter shifts of four hours are better than longer shifts.

### Exercise Speeds Up Weight Loss—Even While You Sleep

Lose weight, even while you sleep. Sound like those advertisements on the public buses in your city that tout the latest fad “miracle” diets?

If these billboards were promoting physical fitness and regular exercise instead of useless dietary gimmicks, the signs might read “Get off the bus and run home to elevate your BMR and burn fat faster—all day and night.”

Exercise makes your body metabolically more active, even during the resting state, reports *Runner's World*. Thus, daily exercise can help you burn calories at a faster rate to speed up the weight-loss process.

Physical activity also aids in weight loss by reducing appetite, especially with the more strenuous exercises. During training, you may have found that your

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## NEWS IN BRIEF

thirst is increased but your desire for food has diminished.

### Region V Conference Explores How "Communication Connects"

"Communication Connects" was the theme of the 1984 Region V Conference, which was held October 12-13 at the Holiday Inn in Minneapolis.

In recognition of the event, Minnesota governor Rudy Perpich proclaimed October 7 through October 13, 1984 "Employee Recreation and Services Week."

More than 120 conference participants from NESRA's northwestern region learned how to use and develop their communication skills and contacts in order to enhance their employee services program and professional growth.

Keynote speaker for the event was Janie Jason, president of Creativity No Limits and well-known motivational speaker. In her address, "Communication, Connection and Charisma," Jason emphasized the importance of interpersonal communications and the need to relate to other people.

In addition to the Keynote address, attendees were educated on a variety of topics at sessions which included "Assertive Communication and Effective Listening," "Innovation in Communication," "Constructing a Newsletter," "Antitrust Laws and Restraint of Trade," "Parliamentary Procedure," "Small Company Networking" and "Conducting Effective Meetings."

Other highlights of the conference included an exhibit hall featuring 45 associate members, exercise sessions, a round table discussion and strategy exchange, and a Las Vegas Night featuring entertainment in the "casino."

### Region VII Conference Looks to the Future

"Employee Services: An Investment in the Future" was the theme for the NESRA Region VII 33rd annual conference, which was held September 6-9, 1984 at the Camelback Inn in

Scottsdale, Arizona.

Kickoff speaker was Dr. David Gyongyos, director of human resources at the Scottsdale Memorial Hospital. Dr. Gyongyos' session, "Creative Human Resources, Management and Motherhood," set the stage for two days of educational sessions dedicated to the value and worth of the

individual both at home and work.

Inspirational motivation for conference attendees was provided by Dr. Ralph Showers, president of Rainbow Acres. Showers has accomplished a remarkable success story despite the fact that he has lost both hands and part of his forearms in an accident. His session, "Invest in the Future—Reach For

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## NEWS IN BRIEF

a Rainbow,” taught delegates how a person with very little ability can come from what was said to be worthless to a person of great value. Showers emphasized that hard work, determination and a dedication to one’s goals will bring about achievement.

Also speaking at the conference was Dr. Lynn Pirie-Shmetzer, who addressed exercise facts and myths and offered advice on how to establish an individual fitness program in her session, “Individual Wellness and Injury Prevention.”

In addition, other topics featured in the conference sessions were “TAP . . . Transition Awareness Process,” “What Can NESRA and IRC Do for You?,” “Funding and Budget Control for Employee Services Programs,” “Effective Visual Communication” and “Chemical Addiction-Substance Abuse.”

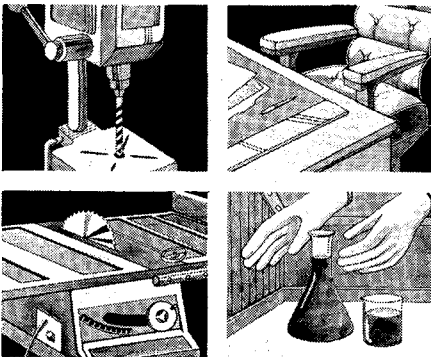
Other conference highlights included an exhibit hall featuring more than 60 exhibitors, an exhibitor’s ses-



Over 300 delegates heard Dr. Ralph Showers’ inspirational life story at the NESRA Region VII Conference.

sion on ways for associates and suppliers to invest in the future by improving their sales techniques, aerobics sessions for the beginner and those more advanced, a spouse’s program featuring self-defense training, a workshop on how to conduct a company golf

tournament, picnic and open house, and a hilarious skit by Bill Bruce of Motorola, conference chairman, on the effective use of audio-visual/graphic communications, which featured a surprise ending. Over 300 people participated in the Region VII Conference.



### Can you pick out the greatest employee health hazard?

If you picked one of the machines you’re wrong. It’s the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

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# CONFERENCE PROGRAM

## Wednesday, May 1, 1985

8:30-9:00 a.m.	Continuing Education Program Registration
9:00-4:00 p.m.	Continuing Education Programs
9:00-12:00 Noon	Chapter Board Members Orientation
1:00 p.m.	Conference Registration Opens
5:30 p.m.	Buses Depart for Quincy Market
7:30-11:00 p.m.	Dessert Bar—Quincy Market Rotunda

## Thursday, May 2, 1985

6:45 a.m.	Exercise Sessions
8:00 a.m.	Registration Opens
9:00-9:30 a.m.	Familiarization Session for First-Timers
9:00-9:30 a.m.	Speakers, Chairpersons, Vice Chair Orientation
10:00-11:30 a.m.	Conference Opening/Annual Meeting and General Session Keynote Address: Jeanne Sherrow—"Leisure: Free Time Or Time On Your Hands?"
11:30-12:30 p.m.	Lunch on Your Own
11:30-12:30 p.m.	NESRA Education And Research Foundation Board Of Trustees Annual Meeting
12:45-1:30 p.m.	Concurrent Sessions: (A) Chapter Exchange—Part I (B) <i>Communication Tools</i> (Andy Porter) (C) <i>Meetings: A Better Way-Part I</i> (Eric Anderson)
1:00-1:45 p.m.	Exhibitors' Meeting
1:45-2:30 p.m.	Concurrent Sessions: (A) Chapter Exchange—Part II (B) <i>Meetings: A Better Way—Part II</i> (Eric Anderson) (C) <i>Developing/Improving Your Service Awards Program</i> (Frank Havlicek—Motorola)
2:45-5:45 p.m.	Exhibit Hall Grand Opening
6:00 p.m.	Buses Depart for Boston Harbor Cruise
7:30 p.m.	Boat Sails Away

## Friday, May 3, 1985

6:45 a.m.	Exercise Session
8:00 a.m.	Registration Opens
8:30-9:30 a.m.	Regional Breakfasts
9:45-10:30 a.m.	<i>Making Your Plans Work—Part I</i> (Gerald Post)
10:45-11:30 a.m.	Concurrent Sessions:



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# CONFERENCE PROGRAM

	(A) <i>Making Your Plans Work—Part II</i> (Gerald Post)
	(B) Vendor Panel (Chuck Bashian, NESRA Marketing Manager)
11:45–12:30 p.m.	Business Writing Workshop (Diane Donatio)
12:45–2:30 p.m.	Management Luncheon
2:45–4:15 p.m.	<i>Recreation: A Risky Business</i> (Tony Marshall)
4:30–7:00 p.m.	Exhibit Hall
7:00 p.m.	On Your Own (Discounted tickets will be available to “Shear Madness”—196 seats)

## Saturday, May 4, 1985

6:45 a.m.	Exercise Session
7:30 a.m.	Past President's Breakfast
8:30–9:15 a.m.	General Session on Exercise and the Heart (Dr. Joseph Alpert, University of Massachusetts Medical School)
9:30–12:00 Noon	Exhibit Hall Closing Session
12:00 Noon–1:30 p.m.	CESRA/CESRL Luncheon Speaker: Mayor Ray Flynn
1:30–2:15 p.m.	Concurrent Sessions: (A) <i>Stress Management—Part I</i> (Dr. David Francis) (B) Workshop On Being A Volunteer (C) Workshop On Supervising Volunteers (D) <i>Employee Assistance Programs In The Workplace</i> (Richard Henderson—Honeywell)
2:30–3:15 p.m.	Concurrent Sessions: (A) <i>Stress Management—Part II</i> (Dr. David Francis) (B) <i>Managing The Megatrends of the 80's</i> (Richard J. Blue) (C) Bob Stutman—Northeast Drug Enforcement
3:30–4:15 p.m.	<i>Motivation</i> (Sarah Weddington)
6:30–7:30 p.m.	NESRA Cocktail Party With Entertainment
7:30 p.m.	NESRA Dinner/Dance (Honoring Phyllis Smith, Immediate Past President, and Leroy Hollins, President)

## Sunday, May 5, 1985

9:30–11:30 p.m.	Ideas Exchanges: <ul style="list-style-type: none"><li>● How To Start A Program</li><li>● Tools of the Trade: Networking</li><li>● New and Unique Programs</li><li>● Budgeting</li><li>● Communication Ideas</li><li>● No-Cost/Low-Cost Programs</li><li>● Chapter Exchange Follow-up</li></ul>
11:45–1:30 p.m.	Closing Brunch



1985 NESRA

# CONFERENCE REGISTRATION

## DATA

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Number of previous national conferences attended \_\_\_\_\_  
Names of others in your party \_\_\_\_\_

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Student Attendees . . . . .	\$100.00	\$105.00
Retirees . . . . .	\$ 75.00	\$ 75.00

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Mail checks and registration to: NESRA, 2400 South Downing, Westchester, IL 60153

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than April 15, 1985. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 10, 1985.

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# How to Conduct a

What programs do you want? Learn how to conduct an employee interview.

By Eula Iwan, R.N.

What I'm offering is a way to maximize success and minimize failure. Wouldn't you like to know that the next employee service or program that you initiate will be well received and supported by both management and staff employees?

Interest surveys are invaluable tools about employee likes and dislikes. If you haven't been using them as part of your program planning process because you don't think they'll work or you don't know how, read on.

The number one question in introducing new programs and activities into the work setting is, "Will this service be successfully received?" Surveying employees' interests can reduce the risk that a program will fail by giving information about the population's attitudes, perceived needs and level of cooperation.

Management studies show that consulting employees in matters that directly affect them raises their level of satisfaction in the programs that are offered.

The goal of the employee service or human resource department is to achieve high levels of employee participation and satisfaction in company sponsored programs and services. Often, a prudent budget is dependent upon reaching these goals.

Employee services managers have an important function in proposing, implementing and evaluating programs and services that are provided to enhance

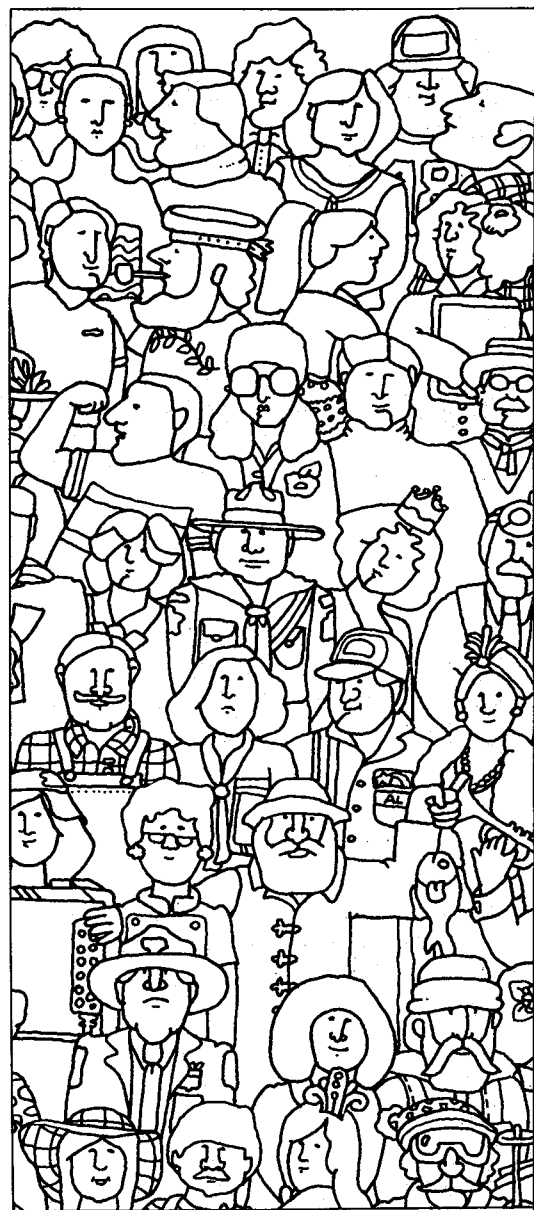
the employee environment. In order to be a successful liaison between the employees and the company, you need to know exactly what your employees want.

## SURVEY USES

Census-taking dates back to the ancient Egyptian rulers who sought information describing their subjects. Today, census taking has evolved into survey activities such as commercial polling, market research and television ratings. Surveys differ from census in that a survey examines a sample of a large group, while a census generally implies questioning an entire population.

In 1923, the A. C. Nielsen Company, a familiar name because of their activities with television ratings, began with a capital of \$45,000. In sixty-two years they have grown to sales of five hundred million dollars by doing "performance surveys" for commerce and industry.

It is probably safe to say that all major commercial ventures in today's market place are preceded by in-depth surveys. The success or failure of products, product advertising, services, television programs or politician's bids for office are also measured via information received from a data collection associated with survey techniques. Corporations spend millions of dollars annually on surveys prior to entering



# n Interest Survey

ur employees really  
o find out by using  
erest surveys

B.S.N., C.O.H.N.



the marketplace with a specific product.

We in the employee services and recreation field can also build our services' successes on these techniques.

## WHERE TO BEGIN

Any person interested in initiating a service does not need a college course in research to conduct a general interest survey. What is needed is a clear understanding of the three parts of a survey:

- **Who is to be surveyed?**
- **What information is to be collected?**
- **How to make an inference from the data collected.**

Good surveys begin by establishing the goals and objectives. This is best done in one clearly written sentence. You will want to refer to it often when forming the survey questions.

For example, would the employees of the ACME Company participate in and support an on-site fitness center? The goal of this survey sentence is to find out if the ACME employees would use a fitness center regularly. Some of the objectives include finding out which employees would use a fitness center—managers, clerical or industrial workers—how often would they use the center, what time of day would they be available to use it, are they willing to contribute financially, how much, what types of activities or equipment would

they want provided? Conversely, is the level of interest so low that a fitness center on the premises would not be cost effective?

In the process of identifying what group of employees should be included in the survey, management decisions often play a role. Some services are not offered to all employees, and it is not wise to whet someone's appetite by asking questions of employees whose opinions will not play a role in the final decision.

For instance, management may determine that a fitness center would be provided for middle and upper level managers only. A series of programs about planning for retirement could be limited to the over-forty group, or a health topic which would relate to one sex or the other. The survey sample should include only those employees whose input is valued on that specific service.

## ASKING THE RIGHT QUESTIONS

Once the goals and objectives have been set forth and the target population identified, analyze the service for data that is necessary to make final decisions.

You will want to know: who will use the service, how often, at what cost, what do the employees expect the service to provide, and is there a need for

# Interest Surveys

the service? Some guidelines to follow are:

- ☐ Do not ask an irrelevant question (it only wastes valuable space).
- ☐ Be completely familiar with the service you are proposing in the survey so that the questions are specific.
- ☐ Seek information that will help promote the service as well as plan it.
- ☐ Give enough information about the service so that the questions are easy to understand and in the proper context.

Good responses to a properly worded questionnaire reduce costly errors when implementing a service because the responses provide the basis for your decision.

## SURVEY METHODS

Selecting the information collection method, or, performing the survey, is dependent upon the size of your staff and availability of time. Three common methods of information collection are direct observation, interviewing, and mailing questionnaires.

Direct observation requires the surveyor to be on the scene. If a measurement is being taken to find out which foods in the cafeteria are selected first, an easy method would be to stand in the cafeteria and chart the early selections by directly observing the employees' first choices.

Interviewing is done either in person or by telephone. This is a time-consuming method of measurement and it requires skilled interviewers. These people are trained to solicit only the respondents' answers and attitudes and not interject their own personal preferences.

A third survey method, mailing questionnaires, is the most popular in the corporate setting.

## DESIGNING THE QUESTIONNAIRE

Success in getting accurate and honest survey responses is dependent on the clarity of the questions and the overall conciseness of the form presented. The survey form has three parts: respondent information (name, date), classificatory information (age, position), and survey topic.

A well designed form is attractive and uses a minimum of questions. The questions should be clear and simple. They fall into two categories: open and closed responses. Open response questions require the respondent to write their opinions. Closed responses fit specific given categories such as marital status, income level and number of children, or questions that require a yes or no answer.

The use of yes or no answers and closed responses make the survey easy to tabulate and interpret numerically. Use them whenever possible.

Questions should be arranged in logical order with specific questions following general ones. Opening questions should attract the respondent's attention, so make them interesting. If there is a question which is likely to adversely affect the response on the succeeding question, it should be relegated to the end of the form.

Beware, do not load the questions in one direction, such as, "Are you smoking fewer cigarettes than you were at this time last year?" This question assumes that the employee is a smoker.

Once the questions are determined, review them for the proper use of language. Know and use expressions the employees are familiar with. Call a fitness center a "gym" if the employees would understand the scope of this word better than the other. Using medical or technical terms such as aerobic exercise and user-friendly also can be a pitfall if the employees do not understand these terms.

The choice of language is paramount to success. It should not be ambiguous, confusing or biased. Remember to always keep the audience in mind when wording the questions.

## WILL WE FIND OUT WHAT WE NEED TO KNOW?

Much criticism has been leveled at the results of surveys. Critics often suspect that the survey conclusions were not obtained from an unbiased audience.

One way to protect from this criticism is to use a random sampling technique when selecting subjects for a survey. The use of this technique assures that each person in the population being surveyed has the same probability of being selected for the survey.

Allow me to become technical for a

## TEN TIPS ON HOW TO CONDUCT A SURVEY

1. Write a clear, concise statement of the goal of the survey.
2. Identify the population to be studied.
3. Decide what information you want to collect.
4. Determine the method of information collection.
5. Design a simple, attractive survey form.
6. Base questions on useful information only.
7. Use as many yes and no questions as possible.
8. Use a random sampling technique or other unbiased method of respondent selection.
9. Organize all responses and form unbiased conclusions.
10. Write a report.

few moments while I explain the random sample technique. This process requires the numbering of each person in the population, deciding how many people are to be in the survey group, and selecting the candidates from a random number chart such as the one shown in Figure I. It is important not to prearrange any numbers on the chart or in the population so that persons of a known persuasion fall into or out of the group selected.

For example: there are 700 employees in the ACME corporation. You want to mail a survey questionnaire to 50 employees. Each employee is numbered using the numbers 1 to 700. Using a random sample chart and starting with the first vertical column, you select 50 numbers. Because the population numbers 700, a three digit number, you select three digit numbers. This means you go across line 1 into the first number of line two. Repetitive numbers are skipped. The employees selected would thus be numbers 137, 269, 220, 216, 473, 459, etc. (Numbers 725 and 966 were omitted because the sample size is not that large). Since this is a random selection process, you do not have to begin with column one; any column can be the starting point.

## COMPILING THE RESULTS

There is no better tool than the computer for tabulating and referencing survey responses. Use your company's data processing or systems department in this project. You can thus speed up what can be a laborious process and have the advantage of examining the data in numerous ways.

Make use of the knowledge in the research department. Seek information on how to extrapolate the survey findings and apply them to a larger group or the entire company. Research people can also help you correct for error when doing large studies.

When the survey is completed, review the responses and note the trends

RANDOM NUMBERS CHART														
01	02	03	04	05	06	07	08	09	10	11	12	13	14	15
13	70	43	69	38	81	87	42	12	20	41	15	76	96	85
26	99	82	78	99	05	22	99	52	32	80	91	38	51	09
72	53	95	81	07	98	14	74	52	58	73	10	40	91	90
22	08	08	68	37	16	36	62	20	02	35	98	44	53	23
21	61	90	53	85	72	86	94	87	18	50	11	31	25	22
47	38	13	66	50	96	96	78	34	45	52	78	34	35	20
96	68	93	07	31	29	70	09	16	66	81	09	36	12	17
45	92	50	44	87	72	26	75	82	31	72	69	25	51	40
51	99	32	88	62	54	90	51	01	39	18	70	17	20	75
32	31	55	26	03	55	74	15	28	81	04	55	20	72	79
67	62	30	02	88	17	37	25	42	86	00	32	75	57	37
03	08	89	77	12	41	15	25	52	30	93	11	12	47	35
45	10	04	66	94	70	33	74	97	23	40	97	73	67	55
62	48	46	97	04	36	31	27	29	84	85	35	16	02	29
59	59	33	63	53	43	60	30	15	81	67	59	48	98	13

Figure 1

Excerpted from *The Design of Sample Surveys*, by Des Raj.

in relation to the goals and objectives of the study. Did you get answers that will help in the presentation and planning of a new service or improve an existing program? This information should then be written and filed in a complete general report.

## DRAWING CONCLUSIONS


A complete general report serves as a ready reference for future surveys as well as providing up-to-date information on the project at hand.

Details that should be recorded are: a statement of the purpose of the survey, the exact description of the coverage, a copy of the questionnaire, numerical results, date and duration, cost, who conducted the survey, and was it an isolated study or part of a series.

The conclusions and assumptions you make along with the information you gained from conducting the survey should be written in personal notes. This information can be very valuable when preparing for another survey.

"In the absence of data on the subject, a decision is just like leaping into the dark," says Des Raj, a well known teacher and author of many books on research techniques. "Unfortunately, literature abounds with portentous conclusions based on faulty inferences from insufficient evidence, wrongly assembled and misguidedly collected."

Don't fall into the trap of making a survey conclude only the outcomes which you desire. This affects your credibility and most certainly dooms your very best intentions.

By using these simple techniques on how to conduct a survey and surveying employees before implementing, you can avoid leaping in the dark. With your survey results, you'll be assured of success with your programs. 

*Eula Iwan, R.N., B.S.N., C.O.H.N., is the president of Northshore Occupational Health Consultants in Northbrook, Illinois and consults with business and industry on implementing health facilities and health awareness programs for employees.*



# The Gray Area of The Antitrust Laws

## How Does it Affect Your Discount Program?

By George P. Hagemann

*Many laws, rules and policies try to take a stab at the unknown processes (of the "black box") that go on in the decision-making process in an attempt to make sure decisions are fair and appropriate. While these laws are clear in purpose, their impact often is not. Hence, the "gray area" of interpretation.*

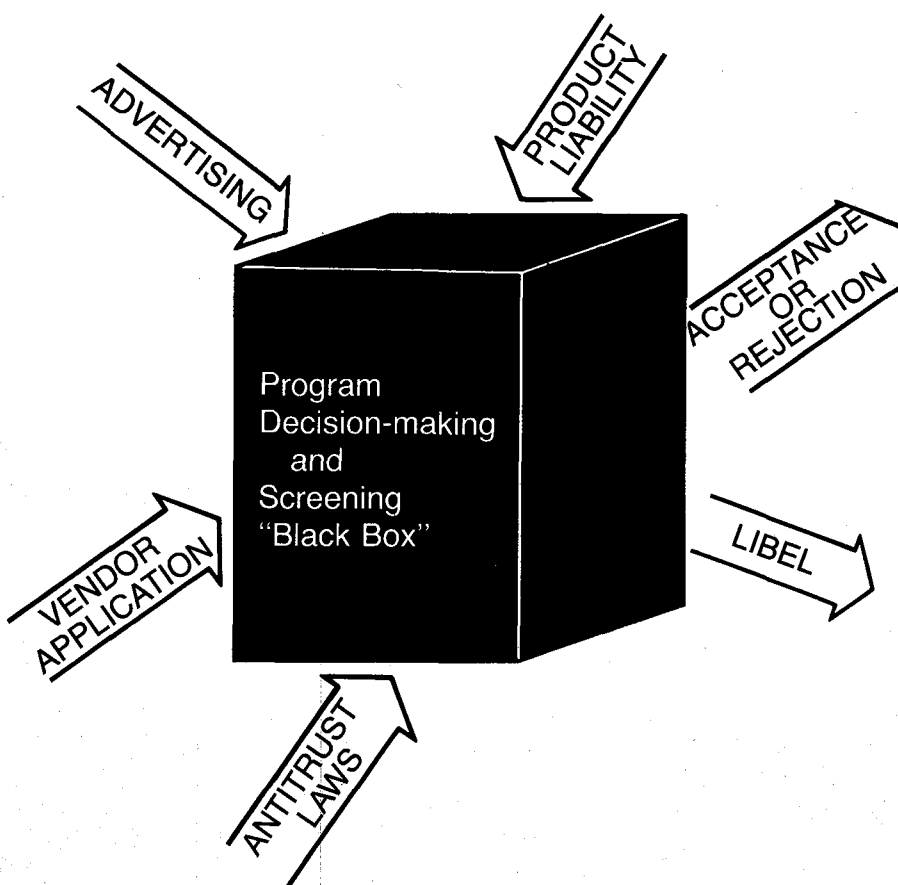
**M**ention antitrust to a corporate or association attorney and see what kind of reaction you get. Chances are that you will have piqued their curiosity, for a number of reasons.

Stepped-up Federal government enforcement, high damage awards—up to three times the amount of the actual damages—and the gray or arguable nature of antitrust legislation all make this area interesting and important.

Only in the last decade or so has this antitrust attention been diverted from the traditional business focus. Increasingly, as professional and trade associations and their services grow in size and scope, their actions fall under the purview of the various enforcement authorities and the courts.

It is not unreasonable to assume that the authorities' concern will not stop with associations.

Historically, those businesses, industries and organizations that have been able to police themselves and follow an acceptable rule of reason have been



able to operate generally free from threat of prosecution and have adhered to sound business practices.

By using the antitrust laws as a guide for ticket/discount program planning, employee services professionals and volunteers should be able to steer themselves clear of areas ripe for legal challenge.

Antitrust laws apply to groups of professionals just as they apply to businesses, associations and their members and employees. These laws seek to en-

sure that free competition will be preserved, businesses can compete fairly and both business and the public will benefit. On the federal level there are three sets of laws that comprise the bulk of antitrust legislation which include the Sherman Act of 1890, the Federal Trade Commission Act of 1914, and the Clayton Act of 1914, as amended by the Robinson-Patman Act in 1936, and the Celler-Kefauver Act in 1950. On the state level there also exist similar laws that vary somewhat from state

to state. The text and detail of these laws are beyond the scope of this article but are important and should be discussed with appropriate council when possible.

Generally, the Sherman Act prohibits contracts, conspiracies and combinations in restraint of trade and any monopolies or attempts to conspire or monopolize.

The Federal Trade Commission Act establishes the Federal Trade Commission and prohibits unfair methods of competition. This act was amended in 1928 to include unfair or deceptive business acts or practices.

The Clayton Act, among other things, prohibits price discrimination and exclusive dealing arrangements. The Robinson-Patman amendment extended the price discrimination prohibitions and the Celler-Kefauver amendment extended the scope to acquisitions of stock and assets.

The variety of state statutes are in many cases so similar to the federal laws that they are often called "little Sherman acts". Usually only applied when the federal government decides not to act, these state statutes are used because of the local nature of the case or other practical considerations. A few states have gone on to enact the rule-of-reason, where only those practices which unreasonably restrain competition are considered for challenge.<sup>1</sup>

## AVOIDING LIABILITY

In using these laws as a guide, several decisions first need to be made regarding your program's intent, methods and results. When making these decisions, be aware that they will also have a great deal of impact on the other sources of potential liability for your program, including advertising responsibilities, retail sales and product liability.

Assuming that the decision has been made to start a discount/ticket program, first determine the level of involvement or service that the company is going to provide. Is the company going to package/sell/promote products or services, as in the case of group

travel or event tickets? Is the company going to advertise the vendor's product or service for them, as in the case of discount directories or services handbooks? Or, are you going to only make available information that the vendor provides you, as in the case of information racks or displays?

As the degree of company involvement increases, be aware that the potential liability also does, both in degree and in type. While carefully weighing the potential for challenge against the benefits may sound like heresy to an attorney, with care the level of risk can be reduced to what might be considered acceptable depending on your circumstances.

After determining your level of involvement, go on to consider what type of product you will be offering. Brainstorm with peers, both in and out of the organization, to generate a list of all conceivable areas of interest.

This list is not meant necessarily to be used to decide what you will offer, but to help you in planning now so that your policies and procedures will not be limited should your program expand more than expected. More than a few executives have been caught short sighted in times of fast growth. At this time, you can rule out any company-prohibited activities. Some companies have policies that prohibit sales of competing merchandise on the premises or promotion of religious activities, for example.

You should now have a good idea of how your program will be perceived. You have determined how involved the company will be in the promotion, sales or advertising of the many different types of goods and services that might become available. You have also probably begun to think about how the service will operate and how it will be perceived by the employees and management. There is a good chance that for many programs, this will be the last step. There may be too many restrictions to proceed, there may not be enough company support or there may not be the resources (volunteers, staff, space or money).

## DETERMINING VALID PROCEDURES

Given the go ahead, begin to lay down your procedures. Look at what screening will be taking place, what the intent of it is, what methods will be followed, who will be responsible for it and what will be the appeal procedures for those rejected.

Note that expulsion or elimination has not been specifically included. The same policies that apply to initial screening are the only ones that can reasonably be used. You should not be dropping a vendor for reasons other than those that would restrict them from participating in the first place. An expulsion carries a far greater impact than does an initial rejection.

## ELIMINATING RISK IN SCREENING PROCEDURES

The ideal way to eliminate the risk of challenge of screening procedures would be to not eliminate any. In practice, though, the minimum screening should be to ensure that the vendor is actually in the business or industry.<sup>2</sup> The next reasonable step would be to compare the vendor's qualifications against the discount/ticket programs definition or purpose. By setting forth in writing this definition or purpose as specifically as possible, whether in the bylaws or objectives statement, you lessen the chance that it will be challenged as subjective or inappropriate (assuming that you review it with legal council).

Other decision making tools such as length of service, pricing, size of business, or membership in certain organizations (including NESRA or its chapters), are not as clear-cut in purpose. Although they may be less subjective than your purpose statement, they are more easily opened to charges of discrimination. Use these other qualifications with great care and only after great consideration.

This is not to imply that you are required to accept criminals, frauds, unethicals and the like, only that you should take great care that you do not

# ANTITRUST LAWS

eliminate legitimate vendors from the opportunity to participate.

The method of application and screening should include a written application or proposal containing standard information necessary to fairly represent the business.

Examples include the business name, address, home office, contact person, date established, brief company history and description, terms of the offer and duration of the offer.

Depending on the state advertising, retailing and other laws, other information may be suggested, such as guarantee information, terms and delivery. Have the application directed to a committee established for the sole purpose of evaluating these applications, making sure that none of the committee members has any interest in the applicant.

## SETTING UP A TIMETABLE

A timetable should be established to explain what the deadline is for making an application, when the application will be reviewed, when the applicant will be informed of the decision, when the deadline for appeal is and when reapplication may occur.

In the case of rejection, inform the applicant of the reason why they were rejected, such as incomplete information or company policy. Also explain to them what the appeal process is, who is responsible for it and when they may appeal or reapply. The existence of a committee, established timetable, explicit qualifications and appeal process serve to enforce that all decisions made are reasonable, unbiased and as objective as possible.

## APPLICATION VARIANCE

The only regular variance from the application process that should be considered is in the case of solicited vendors—those that the company recruits for its program. In this case, make sure that the sample or the population that

**DISCOUNT REVIEW PROCEDURES**

**A. Contact with Vendor**

1. Unsolicited

Vendor contacts \_\_\_\_\_ who informs them of the application/proposal steps, and upon receiving a completed application, apprised them of their rights and responsibilities.

2. Solicited

In response to employee suggestions or interest, \_\_\_\_\_ may contact vendors of the product or service desired. \_\_\_\_\_ will then prepare a list of vendors of the requested service or product, to include at least 4-6 vendors of similar type, product, and location to those provided by the employee (if any).

Those vendors listed, and any additional that may contact \_\_\_\_\_ will be provided with information explaining employee interest in their becoming a part of the Employee Services Program. They will also be provided with an application, proposal information, and application procedure.

3. General

No company or vendor in which an employee club member or a employee has interest shall be included in any vendor evaluation, whether unsolicited or solicited. Employee club members or employees found to have an interest in any existing discount/ticket vendor will be required to either remove themselves from their position or discontinue any interest or relationship with the vendor, if the vendor is to be maintained as part of the Employee Services Program.

**B. Application**

1. Process

Applications or similar information must be submitted by the due date (solicited applications only). Incomplete applications will be returned and must be resubmitted. Due dates for solicited applications will be thirty days from date sent (noted on application), as indicated by "Received" stamp and date on back of form.

2. Contents (see sample)

All applications, for inclusion in the Employee Services Program must include:

Business name:  
Local address:  
City/State/Zip:  
Home offices (if applicable):  
City/State/Zip:

*A section of a sample discount review procedure. A complete copy is available from NESRA headquarters.*

you are contacting is representative of all similar types of businesses in the same geographical region as others you include and others in their industry.

The absolute minimum sample should be 8-10, unless the total number of similar vendors is less than 30 when all should be contacted. Because of the potential problems of missing a vendor or discriminating against one, procedures should once again be very explicit: what you will use as a list (yellow pages, business directory, etc.), how you will select the sample (ran-

domly or using a random number table), and what you will do with those out of business or those that do not respond.

## SLANDER AND LIBEL

Privacy is important when there is a rejection, and even more importantly, when there is an expulsion. Take steps to ensure that only the applicant, the committee and the committee's governing body (who should hear the appeals) are informed of the reason for the decision.

In any case, nothing should be done to prohibit the vendor from applying, doing business or remaining in the industry.

Antitrust, slander and libel issues abound when discussions, decisions and agreements occur between two or more people, especially at meetings, gatherings or lunches. It does not matter whether the information is public and published (as in the case of bankruptcy), and it makes little difference whether it is a formal meeting or whether it was for any specific or relevant purpose.

In addition to the risk to the company, these discussions also direct liability toward the meeting sponsor, other companies present, the governing board of directors (personally and collectively) and the site. Take note of the types of discussions that often occur even at NESRA chapter meetings! In any case, these discussions should never

be treated as blacklisting, should never report anything other than the incident itself (as opposed to someone's interpretation: filing for bankruptcy vs. going out of business), and should always report incidents that are positive in the same circumstances. Failure to do any of these could be viewed as discrimination.

### KEEPING YOUR PROGRAM IN THE CLEAR

In developing your own procedures and policies, Royce P. Noland and Matthew Farley, writing in "Membership Requirements Under Attack," recommend that you keep in mind the following: "Would exclusion of the less worthy actually achieve or even move the association in the direction of such goals? What valid purpose is served by excluding people from membership?"<sup>13</sup>

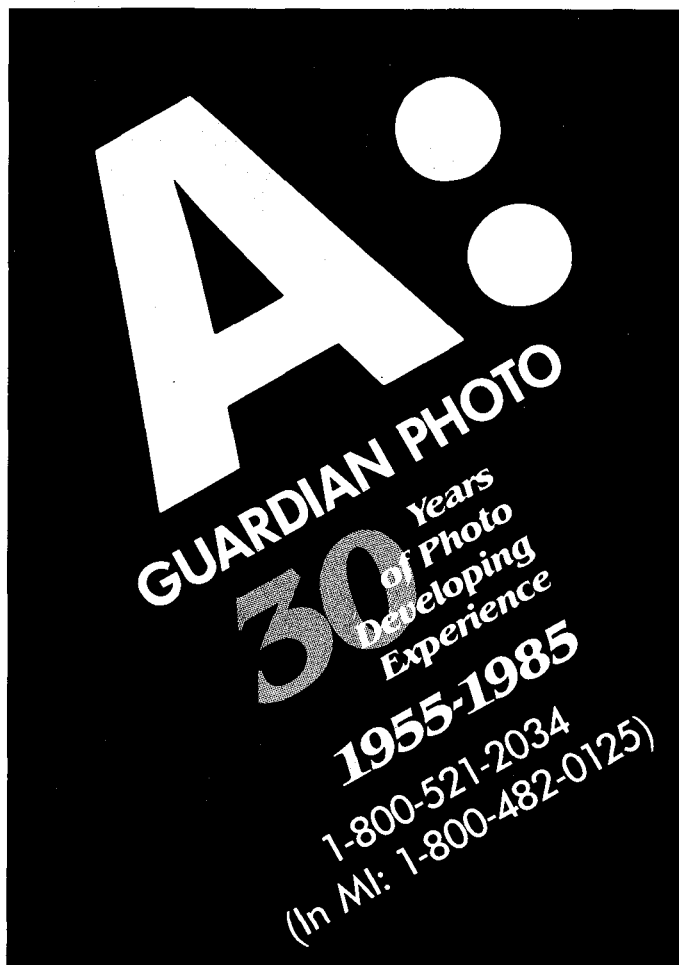
By using these review procedures as

a starting point and a suggestion system, you can safely set up your employee discount program and avoid the "gray" area of antitrust laws.

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*George P. Hagemann is the employee services coordinator for the University of Minnesota Hospitals and Clinics and is the member services chairman and past president of the Minnesota Employee Recreation and Services Council.*



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# Tax Laws and Employee Associations

**T**ax laws and employee associations. It's an area which puzzles many employee association leaders.

Should we incorporate? Are our discount program profits subject to taxation? How will the Treasury Proposal's tax reform regulations affect our employee association?

To help answer some of the most commonly-asked questions regarding tax laws and associations, *ESM* recently spoke with Robert R. Statham, a nationally recognized lawyer who specializes in associations and tax laws.

Mr. Statham has a national practice which is based in the National Press Building in Washington, D.C. He is also the editor of three national publications (*Tax Monthly For Associations*, *Tax Monthly For Exempt Organizations*, and *Tax Legislation Monthly*) and the author of two books on associations and tax laws.

**What income sources could be construed as unrelated business income? Is there a "rule of thumb" to follow in determining what is and what isn't unrelated income?**

Anytime your employee association is engaged in any kind of activity that is not related to your exempt purposes, you've got to take a look to see whether or not you're subject to being taxed for unrelated business income.

Although there are differences of opinion as to what the Internal Revenue Service considers unrelated business income, generally speaking, recreation associations should take a look at the areas of advertising, insurance and business activity.

In general, a "red flag" should be put up and you should closely pay attention whenever you are competing with businesses on the outside that are engaged in for-profit activity.

As to a "rule of thumb," there are three requirements that have to be present in order to have unrelated business income:

- 1) Your activity must be related to a trade or business.
- 2) The activity must be regularly carried on. (Even once a year could be considered "regular.")
- 3) The activity must not be related to the exempt activity. For example, selling books about recreation would not be considered as unrelated business, but selling books about money could be.

**How can we determine how much surplus is too much?**

This is a question which has been asked a number of times. In general, the IRS will never say that your surplus

is too much as long as you can reasonably show that this surplus is necessary.

For example, if your recreation association wants to buy or build a recreation facility or activities building, then you would need that surplus. It's important to remember that what is ok for one association may be excessive for another—it all depends on the situation.

In general, there is no rule of thumb for how much surplus is too much, such as 2 or 1½ times your operating expenses. All the IRS requires is that you demonstrate your reasons. If you cannot, however, you may have problems.

### **What are the advantages and disadvantages of incorporation? What procedures are necessary for incorporation?**

If incorporating, you must have an annual report and follow certain procedures which may be more complicated. Also, if you decide to incorporate, it is very important to remember that you must apply for your exempt status again.

In general, we recommend incorporation because of the "protection of the corporate veil." You can do all kinds of magic things if incorporated because of the added protection.

When incorporating, make sure that you are set up properly and that your purposes are well-established early on. Go to someone who is experienced in this area when incorporating in order to ensure that you will get your exempt status.

### **What 501C IRS codes are available for employee associations to gain tax exemption?**

Generally, we prefer the 501C6, which probably offers the best approach for associations. It has a great many advantages and not as many disadvantages as the other codes. There

are less compliance requirements and most associations can qualify.

In terms of the other codes available, the 501C3 exemption is mainly for charitable and educational organizations. Although these charitable institutions are offered favorable postal rates and have been called a "favorite of the law," it is also important to recognize that the law also seeks to protect the public from the unscrupulous who may take advantage of this status; thus, most states require charities to register if they solicit money. For this reason, we do not encourage associations to apply for the 501C3.

501C4 is used primarily by civic groups; 501C5 by labor and agriculture; and 501C7 by fraternal organizations and clubs.

Before determining which one is best suited to your association, you should talk with a lawyer who is familiar with associations. The final decision should be based according to where you are operating, whether or not you are incorporated and the advantages and disadvantages of each code.

### **What future tax laws might have an effect on non-profit employee associations?**


NESRA members need to carefully look at the current tax reform measures. There is a lot of talk of a flat tax under the Treasury proposal, which would certainly have a great effect on associations.

Other areas to take a good look at include the 1984 Tax Reform Act, particularly in regard to record-keeping stipulations concerning automobiles, and fringe benefit regulations which are undergoing a complete overhaul. Both of these areas will have a great impact on employee benefits.

It is also important to look not only at the tax laws, but how these laws are being regularly interpreted. You should know what's happening in tax reform and how it will affect both you and your employees.

Finally, we suggest that you keep yourself aware of what is going on in

the field of associations and tax laws. Get specialized information and publications. Secondly, find someone who is familiar with association law to give you legal advice.

The world is becoming more and more complicated, and everyone seems to be specializing. To keep on top of the ever-changing world of tax laws and associations, you need up-to-date information. 



# GALLUP SURVEY REVEALS SECOND FITNESS REVOLUTION

by T George Harris and Joel Gurin

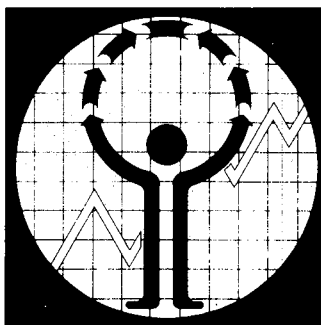
If we'd ever doubted that Americans are setting up a brand-new way of work, life and play, the Gallup Organization has now wiped out our last uncertainty. In a milestone study just done for *American Health*, the Gallup pollsters have uncovered a powerful national force that might well be called the second fitness revolution. Their phone interviews with 1,019 adults have just given us an unexpectedly clear look into the Eighties.

Through the lens of this national sample, you can see that active Americans in their splendid variety—dancing, sweating, swimming, running or pumping iron—are driven by a common goal. They're not just pursuing exercise for its own sake, for the thinner look or a faster running time. Instead, they're lured onward by the belief that exercise transforms their lives and helps them become the best humans they can be. And, to a remarkable extent, they're proving that the belief is true.

The first fitness revolution was basic: It happened simply when Americans realized that exercise could be worth the pain and effort. People started exercising for fairly narrow goals—to lose 15 lbs., relax after work, meet someone at a health club.

Yet whatever our personal goals, and our personal activity levels, most of us now accept the value of exercise. It's simply not, Gallup found, a question any more.

But as more and more Americans have started working out, something



... the quest  
for health is  
the number-one  
reason people  
give for  
working out.



far-reaching has happened. The exercising majority (54% in our survey) has set the tone for the whole country. Even many of the holdouts who don't exercise think they'd be more attractive and self-assured if they did, as they told the pollsters late last year. And the majority who *do* exercise report huge benefits in energy, mood, creativity at work, health, body shape and even social life.

These broad changes have laid the groundwork for the second fitness revolution. Americans now see exercise as more than its own reward. Instead, it's a tool for building a new self. In their work, their play, their diet, their travel and their social life, active Americans are moving toward an in-

tegrated vision of a healthy, vibrant life at peak performance.

Contrary to media mythology, what drives these millions to sweat, Gallup finds, is not just the narcissistic pursuit of the perfect body. Instead, the quest for health is the number-one reason people give for working out. And it works both ways: People who exercise become more health-conscious throughout their lives. Our survey shows that, much more than nonexercisers, they manage to quit smoking, cut down on meat and sugar, lost weight and eat more fruits and vegetables (all statistically significant).

Women, in particular, have come into their own in the new fitness movement. One psychologist, an expert in national polls, turned through sheet after sheet of Gallup data, even more amazed at the lack of a sex gap: "I've never seen a study, I think, where men and women were so much alike in both behavior and attitudes. Here, the double standard is just about gone."

But the most remarkable thing we found—and perhaps the most significant—is how the *amount* of exercise you get may shape your entire lifestyle. To begin with, we were astonished to find that a solid 34% of Americans who exercise work out five hours a week or more. That's almost enough to train for a marathon. Such a sustained effort, we felt, would have to change the rest of their lives. But how would they change?

That's where the data gave us a second, greater surprise. The very active

# FITNESS/HEALTH BULLETIN

Americans that Gallup surveyed aren't driven, lonely distance runners. They are *more* likely to say they exercise for the fun of it, more likely to make friends at workouts, more likely to get an energy boost than people who sweat less (see the graph on right). Exercise doesn't take them away from work or family; a full 60% say their workouts have become "a natural part of daily life." And on top of all that, they are more likely to change their diet and other health habits than people who exercise less strenuously.

We've come to think about this group of pacesetters—the five-hour-a-week crowd—as the "Integrators." To a remarkable extent, they manage to integrate exercise into an energetic, health-conscious lifestyle. That's what the second fitness revolution is all about.

If the Integrators are the success stories, where does that leave the rest of us? Our data suggest that many may still be Strivers, as researcher Judith Langer calls them. They're the people who believe in health and fitness but haven't yet put together a fit lifestyle. They exercise less than the Integrators (if at all), and may still smoke, drink too much from time to time, or have 10 or 20 lbs. to lose.

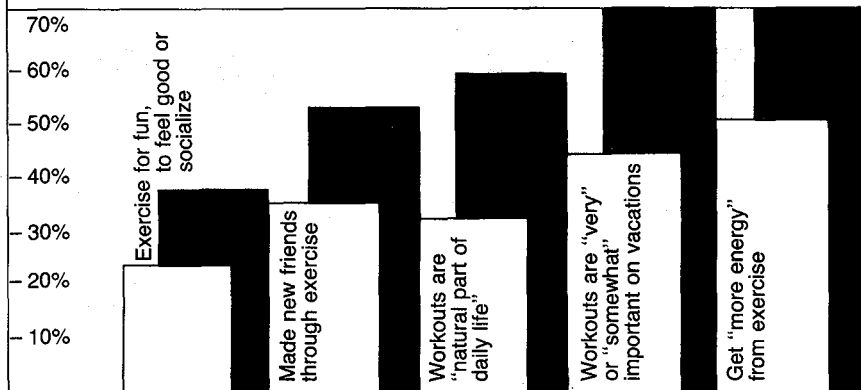
But the Strivers (who may be most of us) aren't hypocrites. They've integrated many of the values of the fitness movement into a set of beliefs; they just haven't reached a level where the drive for change, and the sweat of their effort, has pushed them enough to change their lives. As they strive to close the gap between intent and action, many may soon become Integrators themselves.

There's a good chance the second fitness revolution will carry the nation in that direction. Specific fads rise and slide, like diets and racket sports and celebrity lifestyle books. But enough people are investing their time in vitality and well-being—and succeeding at it—to make for a permanent cultural change.

Some of the signs are already obvious. Friends and colleagues are now likely to support your fitness efforts,

## STRIVERS VS. INTEGRATORS

- Strivers (1½ hrs. per wk. or less)
- Integrators (5 hrs. per wk. or more)



not look askance at them. You don't have to be a jogging Jeremiah any more, deploring and deplored by the TV speculators who used to be the majority. The running shoe is now on the other foot. The deviants are the ones who *don't* sweat.

With time, the Integrators could bring even greater changes. Exercise has helped them feel more relaxed and less driven, they tell Gallup, and has brought a sharp rise in their self-esteem. And other research on self-esteem suggests that such individuals may move on to become more effective in their work,

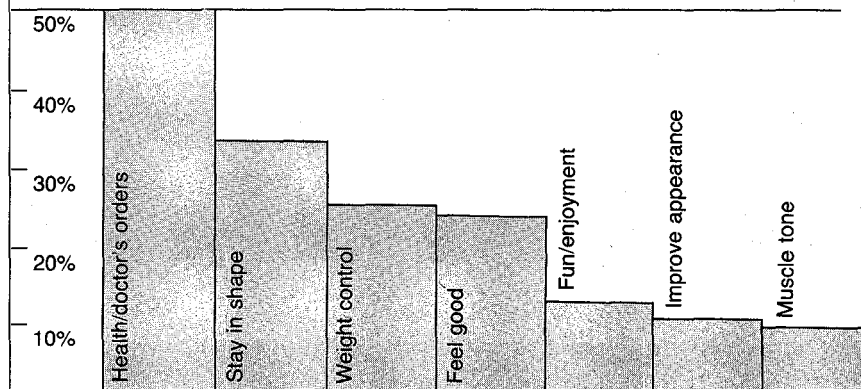
their families, even their religious activities.

For now, we're still a nation in transition. But the second fitness revolution is well under way. These highlights from Gallup, as well as the graphs on these pages, show it clearly.

● **Sweat Hours:** Americans who exercise regularly—about 54% of everybody—divide roughly into thirds. Only 29% of exercisers do no more than the "aerobic minimum" of 1½ hours a week. 37% exercise between two and 4½ hours a week, and 34% work out five hours a week or more.

## WHY DO PEOPLE EXERCISE?

"What are the two or three more important reasons you exercise?" (Asked only of exercisers)



● **Lust for Health:** When we asked people to name the most important reasons they exercise, half (49%) said they are doing it for their health, often under doctor's orders. And when we asked, How important are the health benefits of exercise to you? 62% said they are "very important"—and only 4% feel they are "not too important." Other answers combine concerns for appearance and well-being. 34% say they exercise "to stay in shape," 24% to control their weight, 23% to feel good, and 13% for the fun of it (see "Why Do People Exercise?" p. 27).

● **Integrators vs. Strivers:** 45% of those who exercise feel it's become "a natural part of daily life." Only 6% find it now takes "a lot of planning and effort." The other 49% in the middle find workouts "still hard to get to, but easier than when [I] started." Strikingly, those who exercise the most—the Integrators—find it easiest to work their exercise into daily life.

● **Taking Control of Yourself:** Many Americans, including nonexercisers, are rapidly improving their health habits. It's an epidemic. That's why any research on habit change needs to compare each group with others, or control groups. Among the people Gallup interviewed, 35% of the nonexercisers now eat more fruits and vegetables than in the past, but 51% of exercisers report that change. About

twice as many exercisers have quit smoking, a difference that is also statistically significant. The graph below ("Changes in Health Habits") shows the shifts in other habits for 1) nonexercisers, 2) the somewhat active Strivers, and 3) the very active Integrators. It would take a very large national sample to make sure that all the differences between the groups are more than numerical accidents. The trend, however, is clear: The more you sweat, the more leverage you have on your habits.

● **Baby Boomers in the Vanguard:** 66% of the 18–29 age group work out, but so do 57% of the baby boomers in the 30–49 age group. Only 41% of the over-50 set exercise regularly, and far less than younger people. While the older generation discovered health when it started to slip away, the newer generations are inventing a lifestyle to carry them through their prime years in peak condition—and build the most vigorous big nation in history. Better education, and higher expectations of themselves, may have led the young to workouts; fully 70% of college-educated Americans get regular exercise. Here come the Yuppies.

● **Women on the Move:** The percentage of women who exercise is virtually equal to men, though somewhat more men than women are in the five-hour-a-week group (38% vs. 29%). And

both sexes tend to exercise for the same reasons. Only a few significant differences arise between the sexes. For instance, more women than men (26% vs. 13%) think the stylish, saucy new workout clothes "make exercise more fun." (That's still a minority, but it's already been enough to stir up the fashion industry.)

● **Men, Women and Weight:** the other big sex difference shows up here. Among exercisers, women are more anxious than men to lose weight, more likely to cut their food intake and more likely to succeed at reducing than men are. 30% of women, and 19% of men, say weight control is an important reason they exercise; 31% of women, and 16% of men, eat less than they did before working out; and 48% of women, versus 39% of men, have lost weight through exercise.

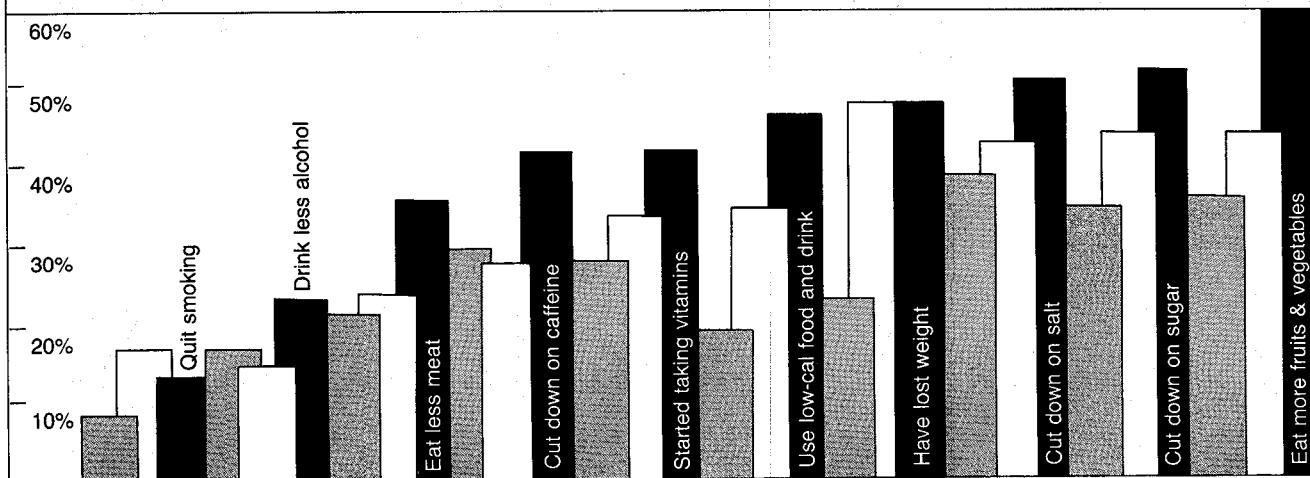
But for both sexes, weight loss seems to come as an almost automatic bonus of exercise. Overall, 43% of all exercisers say they've lost weight through their workouts—even though 76% eat at least as much as they did before they started a fitness program.

● **Energy, Creativity, Work Motivation:** A thundering 62% of those who exercise feel they have "more energy" throughout the day than they used to. Only 8%, mostly older, report "more trouble with fatigue." 37% feel "more creative at work," a high number con-

## CHANGES IN HEALTH HABITS

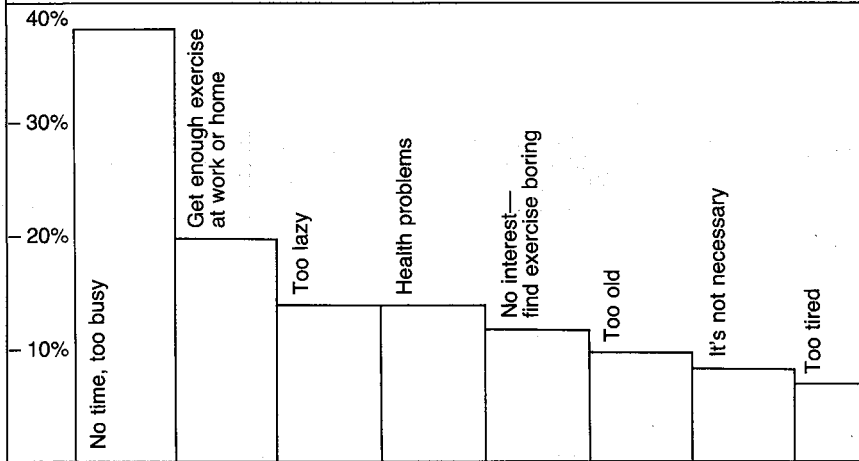
"Have you made any of the following changes in your habits since you began to exercise? (Nonexercisers asked: "Have you made [changes] in the past year or two?")

□ Nonexercisers   ■ Strivers   ■ Integrators



## WHAT'S KEEPING YOU FROM FITNESS?

"What are the two or three most important reasons you DON'T exercise?" (Asked only of nonexercisers)



sidering the limited opportunity for creativity in the average job. Despite fears that fitness could be a form of escapism, only 1% of exercisers feel "less involved in [my] job."

- **Social, Sexual and Intimate:** 46% of the exercisers, more men than women, say sports or exercise have "helped [me] make new friends." The young report more of this bonus. In spite of all those tales about marathon loners and triathlon widows, virtually nobody (2%) says exercise has "left [me] less time for social life." The great majority of both sexes say exercise has made no difference in the "relationship with my spouse or loved one." Only 4% find it a "source of conflict," and 20% find that workouts have actually "brought [us] closer together."

Finally, for all the gossip about people who sweat away all their sexual energy, only 1% of active Americans feel that "people who exercise have a worse love life" than those who don't. On the contrary, 45% insist that fitness brings you a better love life.

- **Pleasure Time:** 56% of all exercisers say workouts are now "very important" or "somewhat important" to them on vacations. 70% of the Integrators feel that way. The data show how play has become re-creation, the happiest form of self-growth. To people who feel that way, it's wrong to go on a trip without coming back in a better body.

- **Why Sedentaries Sit:** Workouts are work, never mankind's favorite activity. And nonexercisers have plenty of reasons for avoiding them: "No time" . . . "I exercise while working" . . . "five children" . . . "too old" . . . or "get enough exercise washing my car and truck" (see "What's Keeping You From Fitness?" above). Yet, when the body warms up, such obstacles seem to melt away. Even though lack of time was the major excuse for not exercising, 77% of those who *did* exercise said they'd fit workouts in just "by finding time in [my] old schedule, without making major changes." In future research, we'll try to find out exactly what helps people ease into integrated life styles.

- **Narcissist or Better Person:** Other researchers have shown that workouts are clearly the mark of the high achiever. And in the American Health/Gallup survey, 13% of all exercisers—and 24% of those under 30—do say sweat has made them "more driven." This suggestion of narcissism, however, is eclipsed by the fact that 66% feel "more relaxed." Even more startling, only 17% of nonexercisers (and 15% of exercisers) feel that "people who exercise seriously become too self-involved."

- **The New Fit Ideal:** One final point is clear: Whether we're fit or not, many of us would like to be. Nearly half of all Americans (46%) think that "peo-

ple who exercise seriously become more confident and self-assured." Even more striking, 51% feel that men and women who exercise "are better looking than those who don't." In contrast, less than 10% believe that those "who do a lot of exercise become too thin or muscular." There's no double standard here; the fit ideal holds equally strongly for men and women.

The late, great George Gallup, who knew as much as anyone ever did about American innards, told us at dinner last year that the country's turn toward the active life adds up to the most fundamental change he's ever studied. He would indeed be excited today about his organization's new survey for *American Health*. To catch millions in the act of building a basic new lifestyle around health—that would make his broad face break into a giant grin.

Gallup loved the way ideas boil up and surprise the forecaster. Today's new surges of energy and creativity would delight him as much as the new sense of control that men and women develop once they get their bodies moving. It's as if 200 million bodies have gone into revolt against a generation of sedentary fat and run, smiling and sweating, toward a better way of life and work.

## A Note on This Survey

In collecting these data, The Gallup Organization used a nationally representative cross-section of 1,019 telephone households, polled last November. For results based on a sample of this size, one can say with 95% confidence that the sampling error would be only four percentage points or less in either direction. To order a researcher's copy of the complete data tables and details on this survey, send \$15.00 to American Health Magazine, Gallup Survey, 80 Fifth Avenue, Room 302, New York, NY 10011.

*T George Harris is editor-in-chief, and Joel Gurin is editor, of American Health.*

*Reprinted from American Health: Fitness of Body and Mind © 1985 American Health Partners.*

# MOTIVATION THROUGH RECREATION

by Seth C. Tanner

Motivation . . . root word: motive. Webster defines it as "some inner drive, impulse, intention that causes a person to do something or act in a certain way; incentive, a goal."

Recreation . . . root word: recreate. Webster defines it as "to restore, refresh, create anew; to put fresh life into; refresh or restore in mind and body, especially after work, by play, amusement, or relaxation."

As management people we realize the importance of our ability to motivate people to perform their functions in a positive way . . . a way that would prove beneficial to both the employee and the company.

James L. Cribbens, in his book *Effective Managerial Leadership*, states that to get people to do mediocre work, one need only drive them, using coercive and reward power in a manipulative way. To elicit their top performance, one must get them to drive themselves.

This can only be done through effective positive leadership. An effective leader is able to draw forth a willing effort from his followers and make them want to do their utmost for him.

The antithesis of leadership is dictatorship, in which an unwilling effort is forced out of people by crude application of power. An involuntary effort is likely to be less effective than

one given voluntarily. History proves over and over again that rules of dictators are only temporary and usually result in producing rebels devoted to their demise.

In all actuality, we cannot really motivate others. They motivate themselves.

**An effective leader is able to draw forth a willing effort from his followers and make them want to do their utmost for him.**

"High Level Motivation," resulting in high level performance, must come from within an individual. It is the sum total of a person's aspirations, values, self-esteem and sensibilities. So, it is a person's private property, to be given or withheld depending on how he feels about a job.

People do things for their reasons—not your reasons or not my reasons—but their reasons! And those reasons are emotional, aroused by the way they feel. All of which means that any attempt to motivate a person to do his best work must be tailor-made to the needs of the individual personality.

## TALK TO EMOTIONS

When we want someone to do something, we must talk to their emotions—not the intellect. Talking to one's intellect stimulates thought, but talking to emotions stimulate action.

How do we talk to emotions?

Gently . . . patiently . . . persuasively . . . with empathy. That means putting ourselves in the other person's situation, trying to feel as we imagine that person feels.

Thomas Aquinas, who knew more about education and persuasion than almost anybody who lived, once said that when you want to convert someone to your view, you go over to where he is standing, take him by the hand (mentally speaking) and guide him.

You don't stand across the room and shout at him; you don't call him a dummy; you don't order him to come over to where you are. You start where he is and work from that position. That is the only way to get him to budge.

# MANAGER'S MEMO

The most successful leaders are always those who pay the most attention to the people who follow them. If a leader cares about what happens to his followers, his followers will care about what happens to him.

Motivation is a matter of human understanding—superior understanding of the subordinate. If and when that state is achieved, it becomes a process of encouraging people to go as far as possible toward meeting their hopes and dreams.

This requires giving them an opportunity to show what they can do. Their efforts must then be recognized and rewarded to the extent that this is possible within the system. They must be made to feel wanted within the system.

This is done by making them aware of how their efforts contribute to the whole. Hence, a conscientious manager should create and maintain a psychological climate which allows for encouragement and enables people to do their level best.

## RECREATIONAL ACTIVITIES

Recreational activities, especially after work, provide a neutral climate in which many motivational concepts can be actively applied.

Employee stress, boredom, insecurity and resentment can be alleviated when management seeks to overcome them with enthusiasm and positive action. As you know, recreation programs can result in employees who are more productive, satisfied, and responsible.

It is our responsibility to utilize this foundation and build a rapport with our employees which will generate a higher self-esteem, enthusiasm and an overall feeling of respect.

It is a well known fact that the major cause of stress in American business is due to the employee's lack of internal control. It is our responsibility as management to recreate that control within

the individual through motivational and recreational means.

Communicate, compliment, encourage . . . use this climate of play to benefit all concerned!

## THE NEGATIVE PEOPLE

People are always reacting to each other positively, negatively, or passively. There are those who by their very presence make others feel important, alive and capable of becoming someone better than they had ever

**It is a well known fact that the major cause of stress in American business is due to the employee's lack of internal control.**

known before. Then there are those who seem to have a talent for cutting others down, making them seem inadequate and useless, causing people to give up, hold back and stop trying. These are negative people, and they cause negative reactions. They justify their constant dissection of others as "constructive criticism," their caustic sarcasm as "joking," their verbal hostilities as "an honest relationship," and their biased put-downs as "objective appraisals." They withhold their love, praise and compliments, explaining that what they say must be "sincere." They seem to have a penchant for finding the weaknesses of others instead of the strengths.

On the other hand, there are magnificent people who invite growth in others, helping that talent and unseen capacities of others to blossom forth

and be known to the world. Such people seem to save others from themselves.

Motivation is not much different from friendship. A friend attempts to understand you and help you achieve your aims. A friend is concerned about your happiness and tries within the limits of his ability to make you happy. A friend is someone who supports you and knows that he can count on your support in return. Above all, a friend will go out of his way to do things for you. The motive for this is merely the knowledge that you will do the same for him.


And so it is with mutual motivation in the plant or office. The bosses who are most concerned about their subordinates get the most out of them in the form of high-quality work.

Motivating by gentle persuasion is standing by as people emerge from their shells and then helping them discover how high they can fly!

It's really quite easy. Give praise and encouragement. Be tolerant. Listen. Try to understand. Share yourself. Search out the good in others. Help them dream. Dismiss their blunders and mistakes. Be kind. Love.

Let's go back to the key words in the definitions. Motivation: an inner drive, impulse or incentive, causing a person to act in a certain way . . . . recreation: restore, create anew, refresh or restore in body or mind, put fresh life into.

See yourself as a better person by constantly giving others a richer life by your invitations to them to grow! That's not only the secret of motivating others, but also the wondrous treasure that is in store for the one who is motivating.

To the degree that you give others what they want, they will give you what you want. That's the benefit of motivation through recreation. 

*Seth C. Tanner is the Regional Sales Manager for Blue Chip Motivation, an incentive corporation based in Los Angeles. This article was developed from a speech he gave to the NESRA Associated Industrial Recreation Council.*



## NEW PRODUCT AND SERVICE GUIDE

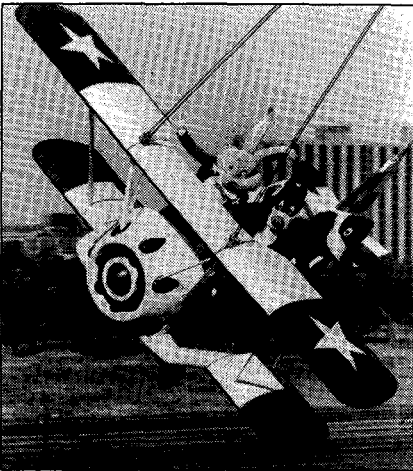
### Six Flags To Introduce Bugs Bunny And Friends

That "cwazy rabbit" is coming to Six Flags Over Texas.

Bugs Bunny and a supporting cast of Warner Brothers cartoon characters will act as greeters in the theme park's new Looney Tunes Land children's section and will be featured in a musical revue, "The Bugs Bunny Story."

Joining Bugs Bunny as "regulars" in the Six Flags lineup of cartoon characters will be Sylvester, Daffy Duck, Foghorn Leghorn and Yosemite Sam.

All of the characters will appear daily for handshake and photo sessions in the park's children's section. The area, formerly known as Pac-Man Land, is being expanded and totally re-themed for the 1985 season which begins March 2.



Bugs Bunny, Sylvester and Daffy Duck soar into Six Flags Over Texas.

A boat ride for small children is being added to an existing lake in the section. It is now called "Daffy Duck Lane."

All of the soft-play activity areas and rides in the section are getting a new look and new names for the coming season. For example, Elmer Fudd will preside over the children's ferris wheel, which now becomes, in Elmer's parlance, a "fewwis wheel."

The park's Good Time Theater, which in years past has housed a puppet show, is undergoing extensive remodeling to accommodate the new musical presentation "The Bugs Bunny Story."

The twenty-minute song and dance revue will be highlighted by such numbers as the Bugs Bunny/Foghorn Leghorn rendition of "Are You From Dixie?" and Daffy Duck's version of the Sammy Davis, Jr. standard "The Candy Man."

Also new to the Six Flags entertainment lineup for the 1985 season will be a Broadway-style musical in the Southern Palace Theater called "Celebrate, America!" with a cast of fourteen.

In the Crazy Horse Saloon six young performers will appear in a new country music show titled "Texas Heartache."

Other changes being made in the park in preparation for the coming season include expansion of the log fort which sets the mood for the park's French section and construction of new buildings to house exhibits featuring an antique printing press and a restored early-day fire engine.

The park has also announced new policies which will provide a price break for small children. 1985 adult tickets will be \$14.95. Children under the height of 42 inches will be admitted for \$7.95. Both prices include the new state sales tax. Children age two and under are admitted free.

For more information, contact Six Flags Over Texas, P.O. Box 191, Arlington, Texas 76010.

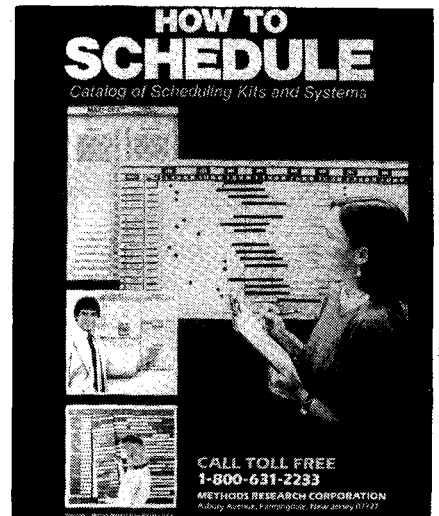
### Free "How To Schedule" Catalog Available

Methods Research Corporation announces its new full-color, 64 page "How to Schedule" catalog for use in selecting effective methods to organize and improve your entire department, company or operation.

The catalog features over 1000 kits and illustrates in detail various systems used in the areas of scheduling Personnel, Projects, Production, Computer Time, Equipment, Maintenance and Management Controls.

Also included are thousands of ac-

cessories for use in customizing standard kits.



Methods Research Corporation offers this new "How to Schedule" catalog.

To receive your free catalog write to: Methods Research Corporation, Asbury Avenue, Farmingdale, New Jersey 07727, or call toll-free 1-800-631-2233.

### Let Employees Buy Stamps With the GAP Automatic Stamp Vendor Jr.

Until now, commercial stamp vendors have been as old-fashioned (and as mechanically sophisticated) as a penny gumball machine. Now, using design concepts developed for the U.S. Postal Service, GAP has produced the first truly up-to-date commercial stamp machine.

This electronic wizard dispenses stamps one at a time from standard 100, 500 or 1000 stamp rolls. It accepts quarters, dimes, or nickels and gives exact change automatically. No records to keep. The machine monitors itself. An electronic totalizer keeps track of stamps sold and warning lights alert you when it's out of stamps or more change is needed.

Further details are available from General Aero Products Corp., 11 Lincoln Street, Copiague, NY 11726-1598, (516) 842-7676.

The NESRA

# NETWORK

**Associated Industrial Recreation Council/** Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

**Atlanta Area Employee Service and Recreation Association/**Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/**Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/** Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

**Central Ohio Employee Services and Recreation Association/**Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

**Chicago Association for Recreation and Employee Services/**Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/**Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/** Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

**Dallas-Ft. Worth Metroplex Regional Council For Employee Services and Recreation/**Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Dayton Industrial Athletic Association/**Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Arason—(303) 673-4267.

**Employee Services and Recreation Inland Empire/**Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

**Employee Service and Recreation Orange County/**Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/**Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/**St. Louis, Missouri. Meets monthly. Contact William F. Osterloh—(618) 258-2905.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/**Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/**Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/**New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

**Iowa Recreation and Employee Services Association/**Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/** Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/**Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/**Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

**Michigan Employee Services and Recreation Association/**Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/**St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

**Nashville Area Employee Services and Recreation Association/**Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/**Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/** Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/**Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/**San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robins—(512) 684-5111.

**San Diego Industrial Recreation Council/**San Diego, California. Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

**Seattle Employee Services and Recreation Association/**Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/**Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/**Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

**Washington Area Recreation and Employee Services Council/**Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

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## CONFERENCES & EXHIBITS

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The 1985 NESRA Conference and Exhibit will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**September 11-14, 1985.** NESRA Region III Conference and Exhibit. Park Place Hotel, Traverse City, MI.

**September 19-22, 1985.** NESRA Region VII Conference and Exhibit. Hyatt Regency Monterey, Monterey, CA.

**October 10-13, 1985.** NESRA Region VI Conference and Exhibit. Hyatt Regency West, Houston, TX.

**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Minneapolis, MN.

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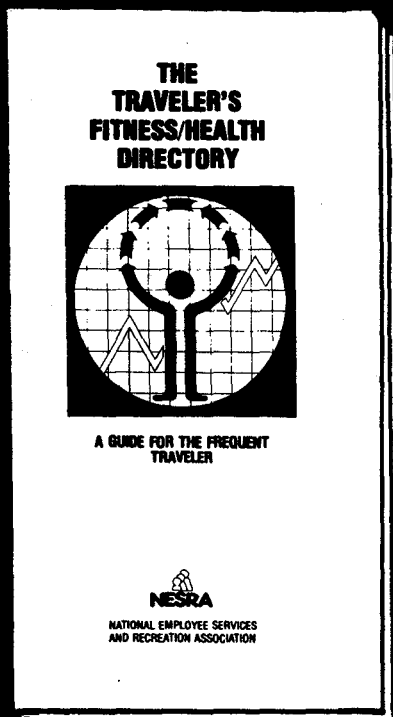
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# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

APRIL 1985



**Toward a Smoke-Free Work Environment**



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

### Research Foundation, Reports—

NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 4,000 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

## Take A Step Toward The Future



May 1-5, 1985  
at

NESRA's 44th Annual  
Conference and Exhibit  
The Sheraton-Boston Hotel  
Boston, Massachusetts



# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 3

## In this issue . . .

Are you touting wellness through a smoke screen? Does your company proclaim its concern for employee health by providing fitness facilities and programs—while at the same time exposing employees for eight hours every workday to an environment contaminated by unsafe levels of respirable air pollution?

That, in fact, may describe your current commitment to wellness if your company still permits workplace smoking.

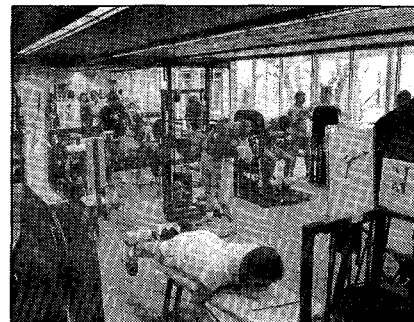
It's long been determined that smoking can be hazardous to your health. But what the Surgeon General didn't tell us—and what many companies being dragged into court by the damaged lungs of an employee-turned-litigant are discovering—is that smoking can be deadly for the health of all employees and a company's image and profits.

Smokers are absent from work twice as often as nonsmokers and end up costing companies \$5,000 extra for each smoker on the payroll. And if employers don't control workplace smoking, they face an even greater liability issue.

Today's progressive companies are taking the step "Toward a Smoke-Free Work Environment," this month's cover story. The resolution to provide clean air for employees should be the cornerstone of any corporate wellness program.



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office.  
POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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## NEWS IN BRIEF

### Trading Jobs Improves Employee Productivity

Trading jobs temporarily can improve products and employee involvement, reports *The Wall Street Journal*.

Assembly-line workers at General Motors' Pontiac, Mich., plant called new-car owners at regular intervals to check on customer satisfaction. Complaints led to the addition of a coat hook and a gearbox change. Polaroid Corp. paid factory workers at a camera plant to demonstrate the SX-70 instant camera in Boston-area stores during Christmas. It says the move boosted sales.

Tony Lama Co., the El Paso, Texas, bootmaker, each year sends six workers in its customer-complaint department to work in a store. Also, its salespeople work a week a year in the shipping department. Every employee in his first year at Church's Fried Chicken is required to work at one of its fast-food outlets for two weeks, cutting chicken, scrubbing floors and frying food.

Ford Motor's "A Day in the Life" program a while back asked some white- and blue-collar workers to switch jobs for a day at one plant to improve employee relations.

### Encouraging Outlook for 1985 Travel Market

The U.S. travel industry in 1985 will offer consumers more options in pricing and products than ever before, encouraging vacation travel and capitalizing on the public's growing consensus that travel and recreation are lifestyle necessities, not luxuries, according to the Travel Industry Association of America (TIA). The findings are based on a poll of the various segments of TIA's membership, including transportation, accommodation, attraction and recreation companies as well as national, regional, state and local travel organizations.

The travel marketplace in 1985 will be shaped by "demographics that include an ever more mobile population,

changing lifestyles and economic conditions that foster more disposable income," says Robert Giersdorf, TIA national chairman and president of Seattle-based Exploration Holidays and Cruises.

The travel industry will be ready with a host of appealing options. Air fares are expected to remain competitive, with discount rates still widely available; hotel rate increases will be less than those imposed in recent years, cruises will be especially good values as new ships come into the market; and predicted stability in energy prices and supplies will encourage travel by automobile, bus and train.

It is the recovering economy and the lid on inflation that will be the major spurs to travel in 1985. According to Standard & Poor's Annual Survey of Consumer Living Costs, consumer prices will increase by only 4 percent this year, the most favorable inflation picture since the 1960's. S&P forecasts no increase in air fares for 1985 and

## NESRA Education and Research Foundation

The NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional with the kind of bottom-line data that their bosses understand.

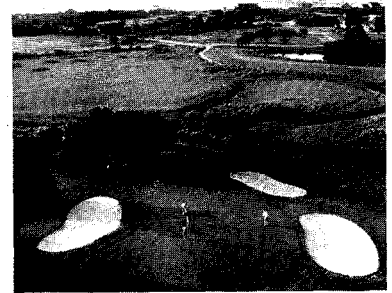


The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation or inquiry to the NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60153.

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## NEWS IN BRIEF

says hotel rates will be up only 5 percent.

There will be more travel promotion this year, too. Special events all across the country will mark National Tourism Week (May 19-25), when the travel industry will focus on the contributions it makes to national, state and local economies as well as on the pleasures it offers to vacationers.

The influx of new capacity into the cruise market will mean special bargains for consumers this year, as the cruise lines compete to fill their cabins. "Cruise line operators will market aggressively in 1985," says Joe Paige, senior vice president of marketing for Norwegian Caribbean Lines. "They will continue discount offers and other incentives such as coupons, good group rates for advance booking business and tie-in promotions with other businesses. At NCL, we are looking at ways to add value and excitement. We will be more aggressive in the theme cruise business."

Consumers can also expect, in addition to attractive pricing, more options than ever before on cruise lengths, itineraries, ship style (from casual to luxury) and on-board amenities and activities.

The National Park Service's nationwide outdoor recreation survey reports that 87 percent of respondents are planning to spend more time and money on recreation.

Industry spokesmen say that all statistics they can find indicate the sale of recreational vehicles, and boats, is strong. Theme parks are expecting attendance in 1985 to increase by 5-7 percent.

### Businesses Supply Learning Opportunities

Big business is spending up to \$40 billion a year to educate its workers, partly because traditional schools too often produce workers lacking basic

skills, says a recent Carnegie Foundation study.

Currently, about 400 business sites have colleges or education centers, according to the study, *Corporate Classrooms: The Learning Business*. Corporations also offer courses to enhance job performance or to help employees with basic academic skills.

"I don't see these schools as competing (with traditional schools), but I see them overlapping in areas where it should not be necessary," says Nell Eurich, the study's author and a member of the Carnegie Foundation Board. But, Eurich adds, "If schools and colleges don't offer at least an understanding of the new technology, it places more of a burden on the corporations to do so."

### The Eighties: The Era of Retiree Relations

Carolyn Paul, director of the University of Southern California's Business Institute in Gerontology, an or-

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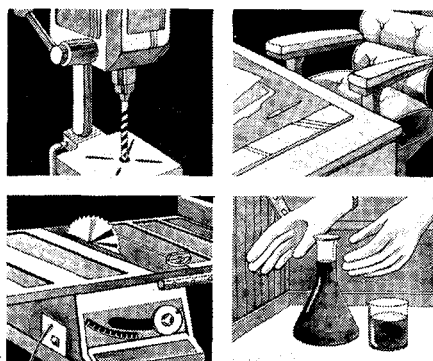
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### Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

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## NEWS IN BRIEF

ganization of corporate executives working to identify and meet the needs of older workers, writes in the Network column of *Modern Maturity* that "If the '70s can be termed the era of employee relations the '80s may herald the era of retiree relations" based on increase of the managements recognition and action in this area.

### Guidelines to Eat By: The Surgeon General Speaks Up

What the Surgeon General did for smoking and health the government now expects to do for nutrition—provide definitive advice. In a move that's already stirring fights, the Surgeon General's office has begun compiling a report slated for 1986 that will offer federal guidelines for proper nutrition, writes Joseph Palca and Steve Gendel in a recent issue of *American Health: Fitness of Body and Mind*.

"The American public has a tremendous need for guidance in the area

of nutrition, and we want to provide it," says Dr. Michael McGinness, Assistant Surgeon General.

But as recently as 1982, the government's National Research Council, in a report on diet and cancer, noted, "It is not yet possible to make scientific pronouncements . . . . We are at an interim stage."

Still, McGinness believes the time is right for the Surgeon General to take a stand. "The science of nutrition is far from complete. But we are at a point where recommendations can be made."

Even a lack of information seems to him cause enough for warning shots. "Approximately 40% of Americans use dietary supplements of some kind. We don't have any information that they're of any use for the general public."

What's more, says McGinness, "there are fad diets all over the place. These may not only be useless, but possibly dangerous." As head of the Public Health Service, the Surgeon Gen-

eral is responsible for the health of all Americans.

While the Feds may not be ideal authorities on eats, their report could be a comprehensive annual update on research, along the lines of the smoking report. Its primary audience will be policymakers and health-care professionals, but the advice will also be dished out to the public.

Although the report is not yet written, some special-interest groups are already expressing concern. A meat-industry lobbyist claims nutrition guidelines are premature: "Some credible scientists are questioning whether it's appropriate to issue blanket advice with research at its current stage."

Nonsense, say researchers at the Public Health Service, who note that despite a flurry of conflicting nutritional claims, consensus on good nutritional patterns is emerging.

Whatever its conclusions, nutrition experts agree on one thing: The Surgeon General's report will have a tre-

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## NEWS IN BRIEF

mendous impact on American dietary habits.

### Employers Slow to Buy Right Furniture For VDTs

Worker productivity can be improved by reducing glare from video display terminals and providing ad-

justable VDT stands and chairs, says a newsletter published by Temporaries Inc. However, managers are holding back from buying so-called ergonomic furniture, which matches furniture to the work environment.

One of the main reasons: They mistakenly think office furnishings will be a substantial expense, although, "A 3%

improvement in performance sustained over five years can pay for virtually any changes to equipment or environment."

### U.S. Pace of Life Step Behind Japan's

We race through life at a pace second only to the Japanese, says a six-nation study.

Pace of life was examined in two cities—one large, urban area and one medium-sized—in the USA, England, Indonesia, Italy, Japan and Taiwan, reports *USA Today*. New York City and Rochester, N.Y., were the USA cities.

Among the study findings:

- Japanese bank clocks are the most accurate, averaging only 30 seconds fast or slow; Indonesian clocks are least accurate, off three minutes.

Clocks in USA banks are off an average of 54 seconds.

- The Japanese are the speediest, walking 100 yards in 20.7 seconds. The English are second at 21.6 seconds.

Americans are third at 22.5 seconds; Indonesians are slowest at 27.2 seconds.

- Japanese postal workers deliver a stamp in 25 seconds after receiving an order.

American postal workers are second at 26¾ seconds. Italian workers are slowest at 47 seconds.

Professor Robert Levine of California State University at Fresno says the three measures represent three areas of today's life:

- Bank clocks show a nation's general concern with time and punctuality.

- Walking speed indicates personal tempo.

- Post office efficiency represents the workplace.

Levine's research is reported in the March issue of *Psychology Today*.

### Tomorrow's Companies—Democratic and Dynamic

In the coming decades, the business world's main challenge will be getting people to work together happily and innovatively, reports a recent issue of *Management World*.

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## NEWS IN BRIEF

According to the article, "The Rise of the New Organization," by Robert W. Goddard, an executive with Liberty Mutual Insurance Companies in Boston, four forces are streaming together to reshape business organizations. These forces are automation, employee involvement, new management and social responsibility.

Perhaps the most significant catalyst for change is automation, says Goddard. It is flattening business hierarchies, altering controls and drastically changing relationships between workers and management. As computers take over information gathering, staff levels are being cut and decision making is being pushed down to those closest to the marketplace.

Another major force is employee involvement, which is decentralizing decision making and moving accountability to where the work takes place. Workforce conditions and rules are being determined more by management-worker committees. The assembly

line is giving way to independent but interrelated work teams, says Goddard. These teams are able to decide for themselves how the work will be done including who will do it. Also, more and more, salaries are being based on modules of work accomplished rather than attendance.

In the future, managers will become facilitators rather than order givers. As corporate cultures shift from authoritarian and bureaucratic to performance-oriented and entrepreneurial, managers will be responsible for linking people and information for greater productivity. They are under pressure to broaden their knowledge base, understand complex financial issues and cope with today's technology. As a result, tomorrow's managers will need to be generalists, not specialists.

The shape of the new organization, writes Goddard, is lean, automated, innovative, tolerant of failure and dedicated to quality products and services.

### Contracts: Middle Managers' Safety Net

Contracts in their next jobs are one way middle managers are protecting themselves in the face of layoffs, according to *The Wall Street Journal*.

Middle managers, the story notes, are especially vulnerable in a layoff because they aren't covered by golden parachutes, which protect top-level executives, or by unions. Accordingly, they are insisting on contracts in their next jobs.

Managers are asking for letters of understanding that spell out what they will receive should they lose their job, the story notes. The letters can include such items as salary, bonuses, insurance coverage, stock options and pension plans.

Middle managers are "looking for companies that offer stability," Andrew Sherwood of The Goodrich & Sherwood Co. tells *Management World*. While Sherwood feels that most middle

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managers are not in a position to negotiate for termination agreements, he notes that these are popular with the "up and comers."

## Changes in Pension Law Will Benefit Both Sexes

Although liberalized pension rules that took effect last month were aimed at improving women's benefits, men will benefit, too, says The Employee Benefit Research Institute in Washington.

The new law will add about 583,000 pension-plan participants and 325,000 vested workers this year. Of those, 167,000 will be men and 158,000 will be women, the institute says.

The 1984 Retirement Equity Act lowered the mandatory age of participation and vesting in company plans and improved spouse and survivor benefits.

## Outplacement Programs Increasing

An innovative outplacement program has been developed by General Motors and the United Auto Workers, reports *Recruiting Trends*. Employee resumes are made available to recruiters. The program will pay to have the recruiter come to GM. Also, the program will pay for up to two weeks of retraining at the new job.

## Health Risk Assessment: The Essential First Step To Corporate Health Promotion

Rising health care costs are putting corporations across the country on the lookout for innovative new ways to reduce illnesses among their workforces.

Many see employee health promotion programs as the answer. But they're finding they can't actually reduce health problems unless they identify them first.

Increasingly, corporations are using health risk profiles—a scientifically sophisticated method of using computers to assess employees' risks of death and illness—as the essential first step to health promotion programs.

Profiles help provide management with the kind of health risk data they need to develop sound approaches to cost containment.

At the same time, they make the most of today's growing concern with fitness and health awareness by offering employees useful, personal health information and motivation for health improvement.

AT&T Communications, Warner Lambert and The Equitable Life Assurance Company of the United States are three examples of companies who recently launched health promotion programs using health risk Profiles, reports General Health, Inc. (GHI). GHI Profiles cover a broad range of health risks, from cancer and alcohol use to cardiovascular disease and motor vehicle accidents.

Employees complete questionnaires seeking data on their individual lifestyles, medical histories, stress levels and other pertinent background. Their answers generate computerized reports, which detail their own areas of personal health risk and suggest ways to improve their health.

At the same time, managers may receive a Group Profile, a computerized report on the company's collective health risk outlook. Group Profiles provide the data needed to plan health promotion programs, allocate financial resources, and make accurate financial projections.

AT&T Communications' "Total Life Concept" program began in 1983 when a control group of about 600 employees in two locations (Kansas City, Missouri and Bedminster, New Jersey) filled out their General Health, Inc. Profile questionnaires.

Program staff manager Molly McCauley explains that since then, "they've had an opportunity to participate in about eight formal programs, all of them lifestyle courses—such as weight control, smoking cessation, fitness and exercise, and stress management."

AT&T has repeated the health risk assessment for the sample group to determine how much they've changed health habits as a result of participating in the "Total Life Concept" program.

The company is especially interested in seeing if those who took part in lifestyle courses are managing their health more carefully than those who did not. "Already," says McCauley, "we've had people come up and tell us things like, 'This program has changed my life.'"

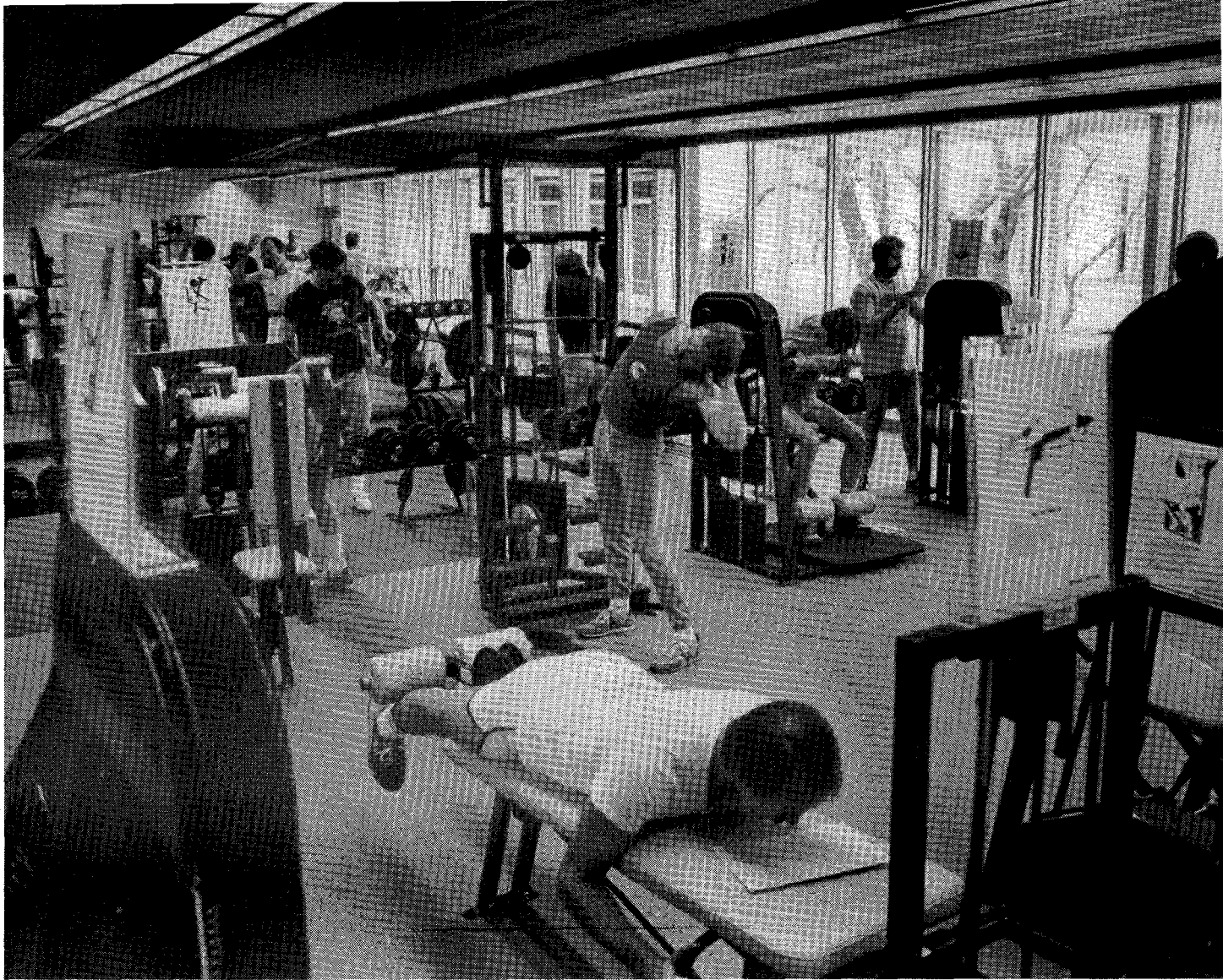
Warner Lambert, a worldwide provider of health care products, kicked off its "Lifewise" program by distributing Profiles to 3,300 employees in early 1984. Allison Alkire, Manager of Benefits Cost Containment, says the Group Risk Profile showed that a sizable percentage of the employee population was overweight, did not get enough exercise, and had higher than average cholesterol. So, the first "Lifestyle" seminars are focusing on these problems.

Says Alkire, "The Profile has already proved to be a real motivator when it comes to getting people to sign up for our seminars." Of 86 people who called to register for a class on low-salt, low-cholesterol cooking, a number mentioned they were interested because of personal health information contained in their Profiles. And, several participants in the first Lifewise weight control program have set as their goal the ideal weight noted on their Profiles.

"We're going to see more and more corporations putting this approach to work for them," reports James E. Bernstein, M.D., president of General Health, Inc. and a long-time government health policy advisor. "Corporate leaders are already experts in managing their time, their finances, their workforce. Finally, through health risk appraisals there is a tool which enables them to expertly manage employee health."

## New CEO May Mean Growth Slump

Like some sports teams that slump after new coaches are hired from other teams, companies that replace chief executive officers with outsiders have lower sales growth and return on equity than those that promote from inside. So says a survey of 700 companies by New York University management professor Arthur Brief.



# Wellness Goes To Work

by Andrew J. J. Brennan, Ph.D.

While good health is good business, illness is good business as well. In fact, it is a very profitable and booming business.

In 1983, Americans spent approximately \$355 billion for healthcare, representing a record 10.8 percent of the gross national product (GNP). Medical expenditures that year averaged \$1,459 per person, a record high.

Healthcare costs now consume over \$1 out of every \$9 the average worker earns. The typical employee works slightly more than one month each year to pay for health insurance and illness expenses.

Healthcare costs are still rising. This year, Americans will spend over \$1 billion per day for illness expenses. The national bill is expected to top a trillion dollars in the year 2000. If it continues expanding at the current rate, it may account for 145 percent of the GNP by 2030.

*Above: Texas Instruments employees work out in their new fitness facility, which includes a coed aerobic equipment area, weight conditioning room, state-of-the-art workout bicycles, treadmills and hydra-fitness equipment, and a testing facility.*

# WELLNESS

Fortunately, this projection is linear and ignores the available options. Nonetheless, constantly and sharply rising healthcare costs pose a potential calamity.

For employers—who now pay approximately half of the nation's healthcare bill—rising healthcare costs mean rising costs for employee health benefits, which now account for about 10 percent of total compensation. And health plans do not promise good health; they simply pay for the cost of ill health and its associated rehabilitation.

These figures point out the need for the prevention of illness, not simply its cure. In the past few years, business has responded to the rising costs of healthcare by instituting health-promotion or wellness programs, which allow employees to avoid ill health, not just remedy sickness after it occurs.

Dr. Merlin K. DuVal, past president of the National Center for Health Education, provides a valuable insight. "People take health for granted and rely on the doctor to cure them once sick," he says. "This places them in a posture of dependence upon a superb healthcare system despite the fact that most illness today is within our own capacity to control. People can and should take responsibility for themselves and avoid illness. The ideal site to reorient people and to introduce health-promotion programs is right where people work."

To appreciate this potential, consider that in 1981 alone, the most recent year for which data is available, business lost more than 338 million workdays because of absenteeism that was in some way related to the lack of wellness among employees. This, in turn, was translated into billion-dollar losses from the associated medical costs as well as from lost business productivity.

Right now, companies are spending over \$700 million a year to replace the more than 200,000 men between the ages of 45 and 65 who are killed or disabled by coronary artery disease.

Xerox Corp. reports it costs roughly \$1½ million to replace a top executive struck down prematurely by a coronary ailment.

## REDUCING RISK

A recent study of mortality factors by the Centers for Disease Control found that more than 52 percent of premature deaths were attributed to unhealthy behavior, as compared with 24 percent attributable to genetic factors, 14 percent to environmental influences, and about 10 percent to inadequate health-

**In 1981 alone . . . business lost more than 338 million workdays because of absenteeism that was in some way related to the lack of wellness among employees.**

care. A person decreases his or her susceptibility to a chronic disease by maintaining a healthy lifestyle that reduces many of the suspected precursors of that disease. In fact, medical experts estimate that 70 percent of illness is now preventable.

Most diseases are associated with a complex combination of suspected precursors for that particular disease. These precursors are often called "risk factors." For heart disease, the nation's leading killer, the widely accepted risk factors are hypertension, cigarette smoking, high cholesterol levels and diabetes. Also implicated are such additional factors as a sedentary lifestyle, obesity, and a family history of stress. Some risk factors, such as smoking, stress and poor nutrition, are associated with many diseases.

Too many employees have too many risk factors built into their daily living. And, what's more, many of them don't know it.

Risk factors can combine in synergistic relationships. Two risk factors can add up to more than two. Persons with no risk factors have a minimal chance of a heart attack. Add one risk factor and the potential for a heart attack rises. Add another and the two risk factors combine to produce perhaps a 10-fold increase in susceptibility. Add a third risk factor and the combined risks produce a disastrous potential for a coronary.

Here we come to the crux of the matter. We owe it to ourselves to carefully weigh the consequences of continuing potentially harmful habits such as smoking, overeating and drinking too much.

Companies consider those who work for them—and by extension, their dependents as being among their most valuable assets. They can help protect these assets by initiating health-promotion or wellness programs that reduce the health risks for their management and employees.

These programs focus on what can be done to eliminate or reduce the controllable risks. Anyone who wants to live a longer and healthier life must decrease these risk factors. Risk-reduction programs, such as smoking cessation, stress management, weight control, do work. For example, the nationwide health-promotion activities undertaken by the National Institute of Heart, Lung and Blood from 1968 through 1981 played a large role in preventing about 253,000 deaths throughout the country in 1981 alone.

## BEYOND BENEFITS

From every vantage point, it makes sense for a company to promote wellness among its employees. Health-promotion and disease-prevention programs are creative approaches that also help contain healthcare costs, and they

should be part of a company's comprehensive corporate health strategy.

Health-promotion programs are a logical, evolutionary step beyond the conventional insurance benefit plans that provide financial security in times of illness. The company, in effect, goes from simply paying illness costs to actively educating, and possibly managing, the health behavior of employees, and perhaps their dependents as well. However, while health-promotion programs have tremendous potential, they do require a commitment by the company. At the same time, management should keep in mind that effective health-promotion programs at the worksite do not require huge investments.

Health-promotion experts can outline reasonable expectations for a company program. It's unrealistic to expect 90 or 100 percent participation rates in wellness programs. For many programs, even 50 percent participation may not be possible. But some programs yield a positive financial return with a 20 to 30 percent participation rate.

Metropolitan's smoking cessation programs, for example, average a sustained success rate of 35 percent. (That is, the individual does not smoke for one year.) Of an employee population of roughly 10,000, with an estimated 2,400 smokers, almost 300 joined a company smoking cessation program over a four-year period.

Smoking cessation programs are well worth the financial investment. It cost Metropolitan less than \$200 for each successful quitter. And each year our ex-smokers saved Metropolitan over \$33,000.

## STARTING UP

Programs can be tested, and cost-effective decisions made as the programs evolve. Pilot programs may be offered at company headquarters or at locations where employees have a particular health problem, for example, backaches. In addition to tackling known or suspected risk factors, conduct a confidential survey to determine the

employees' information needs and health concerns.

Before starting any program, form an advisory group whose members represent management, labor unions and all operating departments. Having representatives from all of these areas actively involved in health-promotion strategies promotes cooperation and commitment.

The following are key points in starting a health-promotion program:

- carefully set objectives and budget;
- get a good fix on what can be realistically expected from the program; and


**Healthcare costs now consume over \$1 out of every \$9 the average worker earns. The typical employee works slightly more than one month each year to pay for health insurance and illness expenses.**

- obtain company commitment to the program for a reasonable time period, say three to five years.

Before starting any intervention program, carefully research the professional literature and other companies' wellness-program results to determine what can be achieved in a given time. All too often, newcomers to health promotion try to tackle everything all at once, and then expect to see miracles immediately. At the same time, investigate the availability of health-promotion expertise from community or national health organizations. Then budget accordingly, with the foreknowledge that most wellness programs will require ongoing financial support to maintain the results.

**W**hat can be realistically expected from the program? A 10 percent reduction in an employee's cholesterol level may not sound like very much, but if maintained, will improve his or her health. For a smoking cessation program, a five to 10 percent participation rate is average. If 20 to 30 percent of program participants stay off smoking for over a year, that's commendable and most likely cost effective. For borderline hypertensives, getting their blood pressure below 140/85 may be considered a significant health-risk reduction, especially if achieved by changes in nutrition and exercise.

Another important consideration with any health-promotion program is the follow-up. Schedule evaluations of the program at set intervals, each year or every few years. These evaluations will help you greatly in determining what adjustments are needed, or may help you decide whether to expand your health-promotion efforts.

Healthful living has its own very real pleasures. We don't lose the joy of life by nurturing healthful habits. Actually, we enhance the fun. 

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*Andrew J. J. Brennan, Ph.D., is director of group marketing for Metropolitan Life Insurance Co., New York, New York. Formerly, he served as director of the Center for Health Help at Metropolitan Life.*

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# Implementing A Healthy Back Program

by Deanna Hawthorne



“O h, my aching back!”

It's a lament made by workers nationwide—and a problem that is becoming costlier for employers each year.

United States companies could save billions of dollars annually by paying closer attention to these aching backs, according to a study reported to the American Academy of Orthopaedic Surgeons.

“Approximately 80% of all people are afflicted with significant back pain at least once in their lives,” writes Gail Dubinsky, M.D., in the Forward to *The Bum Back Book*, by Michael Reed Gach. “After heart conditions and arthritis, back problems are the third leading cause of limited physical activity and the most common cause of occupational disability, keeping seven million people a day off work.”

Even more employees are kept from working at their most productive level because of chronic back problems.

Low back problems account for 25% of all disabling work-related injuries and cost companies an estimated \$20 billion annually, says Dr. Sam W. Wiesel of George Washington University Medical Center. Back injury claims account for 35–40% of all Worker's Compensation claims spent.

There are certain factors which make some more likely to have back problems: manual laborers, drivers, weekend athletes, and those affected by repeated incorrect lifting, poor abdominal muscle tone, being overweight (excess pounds equal stress on the back), poor body mechanics (improper lifting), the later stages of pregnancy, genetic weaknesses, age (over 30), previous back injury or a tense personality are all apt to be plagued by back troubles.

We can now see why it is a common statistic that over 80% of the population suffers from some form of back problem. As demanding work creates

pressure, muscles tighten and tension builds. If there is no physical outlet, headaches and backaches ensue, and the ability to work efficiently is lessened.

## A POSITIVE APPROACH

The good news for bad backs is that they can be avoided. What is needed is a positive approach to back wellness, which is different than treatment for pain. Employees should be encouraged to take an active role in their own health care, of which exercising is but one aspect.

Teaching how overall mental and physical health affect one's back is as important as teaching injury prevention. This can be accomplished with the establishment of a back care wellness program geared toward the healthy employee with the main emphasis being prevention and education to reduce stress and, therefore, tension in the back muscles and to strengthen those muscles required for good back health. It is not intended as a full-fledged fitness program. Its very purpose is to counteract the effects of stress and tension and to provide a simple method of refreshing the mind and body utilizing a minimum amount of space and time.

## PROGRAM CONTENT

Aerobic is the "in" word today, and exercising the heart muscle to promote oxygen is certainly an important aspect of fitness. Brisk walking done on a regular basis (at least three times a week), however, will sufficiently supply one with an adequate aerobic workout. Flexibility, muscle strengthening and relaxation techniques are facets which most people don't know how to incorporate into their lifestyles or neglect doing so. Therefore, a planned program is essential.

Program content should cover the following areas:

- Posture
- Stress Control
- Muscle Strength and Endurance
- Flexibility
- Nutrition
- Body Mechanics.

Posture affects the 1) appearance, 2) comfort, 3) productivity, and 4) emotional outlook of an employee. With correct posture one can accomplish more because the body is working in its simplest and most effective way, utilizing muscle contraction and relaxation, balance, coordination, rhythm, and timing to excel at a job. Poor posture reduces blood circulation, inhibits breathing and slows body functions.

**Back problems are the most common cause of occupational disability, keeping 7 million people a day off work.**

Stretches, for flexibility, counteract the effects of stress on muscles by helping them and their connective tissue to relax and lengthen. If connective tissues aren't stretched frequently, they can become tight and may limit the range of motion, thus producing tension.

Nutrition is an important aspect because "pot-belly" obesity is a major cause of back problems. A strong stomach supports the spine and guards against back pain if one properly learns how to use abdominal muscles.

Proper lifting techniques and techniques used for sitting and standing should be an integral part of the program content covering body mechanics, providing the company with a professional means for preventing injury.

## THE FIRST SESSION

During the first session of class, an evaluation should be given to each participant to determine his or her exercise

capabilities as related to back wellness. A number of tests are available. One which is widely used was developed by Hans Kraus, M.D. and is called the "Kraus-Weber Tests." Another is "The National Back Fitness Test," by David Inrie, M.D. These tests are simple evaluations, but should be conducted by a certified course instructor.

The healthy back program at Vital Options utilizes an audio tape with voice commands and soothing, restful music. In addition, Vital Options designed a tape for home use, as exercises should be performed twice daily for optimum benefit.

One side of the tape is devoted to total body relaxation and stress relieving techniques and is an excellent tool for the employee and the employee's family to use to reduce stress and tension at home. One participant, for example, plays the tape every evening during dinner with his three active children under age 6. He says it helps!

An added benefit of this type of tape is that it can be used by the employee during the time usually allotted for a coffee break, thereby aiding in reducing tension and producing energy.

## LET'S BE PRACTICAL

Company space is always a problem, and one of the benefits of establishing a back care class is that if properly designed, it can be conducted in a conference room or auditorium with the exercises executed utilizing a chair rather than an open area usually required for an exercise program, though an open area is preferred.

Classes can also be conducted during the lunch hour, between swing shifts or after work and may run as little as thirty minutes. Because these are non-stressful exercises, participants will not require a shower after class, yet they will feel refreshed, relaxed and energized: ready to give the company their best.

In-house programs are generally the most effective, with company employees trained to teach the back care classes. The company nurse or physical therapist on staff are ideal, but not man-

# Healthy Back Program

datory. Trained in-house personnel also serve to remind employees to be safety conscious.

When selecting a corporation to teach this program or to train a company employee, you can expect a one or two day training session. The cost of training varies greatly. Costs of training should include: 1) a training manual, 2) the instructor audio tape, 3) evaluations for back wellness, 4) information regarding implementation, 5) methods of advertising and 6) workshop and certification.

As with all employee wellness programs, it has been our experience that the program is valued much more highly

when the employee participates in payment. This payment could defray the cost of training an employee to teach, as well as the cost of an audio tape for home use.

The only actual equipment required for a class of this type is a tape recorder. Each class should be conducted in a room that is quiet, with no paging systems, music or machines. Many of us are not aware of being tense.

## RAISING EMPLOYEE AWARENESS

Experience indicates that many employees are out of touch with their own bodies; they are muscularly tight and

rigid. A good back care wellness program should teach them to be aware and to "listen" to their bodies' signals.

It is important to remember that this is a wellness program—a preventive and educational health program—and that when an employee does have back pain, it should be evaluated for the cause by a physician or physical therapist.

Statistics are abundant regarding insurance claims for back injuries, including Workmen's Compensation. It's almost a sure bet that the majority of top management in your company suffers from some form of back problem, and they certainly can empathize with other workers suffering from stress and

## Salt River Project's Healthy Back Program

**W**hen a company has a large percentage of their workforce involved in physical labor as part of their daily routine, it pays to keep them healthy and on the job.

The Salt River Project, a water and power utility in Phoenix, Arizona, realized that their linemen were losing valuable work time due to back injuries suffered both on and off the job. These injuries were related to weakness and inflexibility of the lower back and abdominal muscles and created a backlog of work.

A healthy back education and exercise program was instituted in an effort to reduce the number, frequency and severity of such injuries and keep employees on the job. This program was presented as a part of each line division's weekly safety meeting in an effort to make the employees aware of the potential for injury in their daily activities.

Each session starts with a quick quiz that is designed to dispel myths associated with back injury. This is followed by an evaluation of the strength and flexibility of each individual's lower back and abdominal muscles.

After the evaluation, a brief dem-

onstration of flexibility and strengthening exercises is given. The next three days are spent learning basic back anatomy and proper lifting techniques and analyzing each of the lineman's basic job duties. This analysis alerts participants to potentially hazardous job situations and allows them to devise avoidance strategies.

The final day consists of a general review of the strengthening/flexibility exercises, as well as all the other material presented.

The program's purpose is to increase employee awareness of the potential for injuries and some simple measures that can be taken to prevent them. This places the responsibility for their health and well-being on their own shoulders.

Employees are told that *they* are the controlling force and not at the mercy of external events. The emphasis of the presentation is that by investing as little as 15 minutes a day to perform strengthening and flexibility exercises, they can take charge of their future back-related health. These linemen are making winners out of not only themselves, but also their families and their employer.

Since this program is just completing

its first year, it is still too early to make any statement on its effectiveness regarding actual company savings. On a personal level, however, the benefits are quite apparent.

Of those who participated and continued with the exercise regimen after the program was presented, 90% reported that they felt better about themselves and that they felt more comfortable in their jobs. There is a very positive feeling among supervisors in the program, so its continuation is virtually assured.

As with any program that emphasizes certain lifestyle changes, the main problem is adherence rate among participants after the structured session is completed. We can't make anyone exercise as a job requirement, but what we have succeeded in doing is making employees aware of back problems and what they can do to prevent them.

The program and the company support is there, and the rest is up to each individual. If both the employee and employer work together, everyone will come out on top.

*—Don Willes, Fitness Coordinator  
PARA Club, Salt River Project*

tension. It should not be difficult to convince them that the benefits to both employee and employer are well worth the effort expended to implement a program of this type.

**M**eanwhile, as you're sitting in your chair reading this, uncross your legs, make sure your feet are properly elevated so your knees are higher than your seat. With both arms holding tight to the seat of your chair, inhale, contract your abdominal muscles, thigh muscles and seat muscles as intensely as possible. Hold for five seconds, release as you exhale, and r-e-l-a-x. A healthy back puts a smile on your face.

## FOR MORE INFORMATION

Reference materials on back problems and back care programs:

- *The Bum Back Book*, Michael Reed Gach. Published by Acu Press, 1533 Shattuck Avenue, Berkeley, CA 94709.
- "Back Pain Monitor," 67 Peachtree Park Drive, N.E., Atlanta, GA 30309 (A monthly publication loaded with pertinent information for executives and professionals).
- *Goodbye Backache*, David Imrie, M.D. (includes The National Back Fitness Test).
- *My Aching Back*, Hans Kraus, M.D. (includes Kraus-Weber Back Fitness Test).

- "Work Practices, Guide for Manual Lifting," National Institute for Occupational Safety (NIOSH), representing experts from many fields. To order: National Technical Information Service, Springfield, VA 22161, \$17.50. (For assistance in the area of body mechanics and improved job design).

*Deanna Hawthorne is one of the founders of Vital Options Exercise, which is affiliated with Cottage Hospital in Gross Pointe, Michigan, and trains instructors to teach fitness programs such as aerobics, calisthenics, yoga, stress and relaxation techniques, and now a Back Care program.*

## Exercises For a Healthy Back

### Vital Options Back-Kare

You will find results sooner if you do these exercises both morning and evening. Using these non-stressful exercises designed to strengthen your back.

**Neutral position:**  
Lie down on your back knees bent/feet flat hip width apart feel the length of your back contacting the floor. Bring the chin down a bit to lengthen the muscles in the back of the neck as you press it toward the floor. Relax your shoulders. Relax the torso completely. With your mouth open comfortably, begin the inhale. Continue to inhale expanding the chest and upper body, exhale completely releasing all tension. The neck and shoulders are the usual target for tension, so make a conscious effort to keep this area relaxed.



From the neutral position, draw your right knee up toward your chest. Place both hands on the right knee making one long line. Keep the shoulders relaxed and the neck long. Squeeze the knee to your chest as you inhale (8 counts) and exhale as you release the squeeze (8 counts). Repeat with the left knee.



Shrug your shoulders up to your ears as you inhale. Release as you exhale. Repeat.



From the neutral position with both knees bent, pull knees up to your chest. Place both hands over knees and squeeze knees to chest, your head and neck remain on the floor. Press your lower back to the floor as you tighten your abdominals. Then, lower your legs gradually to the floor in the bent knee position. Do not raise your hips off the floor. Take a deep breath and exhale, now repeat.



**Hamstring stretch.**  
From the neutral position, knees bent, feet flat, slide one leg out and cup your heel. Remember opposite knee is bent. With leg straight, raise leg as high as you can without bending. Exhale as you lower straight leg to floor and slide it back to bent knee position. Repeat on the left side.



**Hamstring stretch.**  
From neutral position, knees bent, slide one leg out and cup your heel. With leg straight, raise leg as high as you can without bending. Exhale as you lower straight leg to floor and slide it back to bent knee position. This exercise stretches the calf and strengthens the hip muscles. Repeat on the opposite side, take a deep breath and exhale.



From neutral position, knees bent, feet flat. Take a deep breath, exhale as you bring your head and shoulders up, placing your chin against your chest. Tips of your shoulder blades should still be touching the floor. Tighten your abdominal muscles as you extend one leg and both arms until your leg is completely straight and on a line with your bent knee. Your arms follow the movement of your leg until they are parallel to the outstretched leg, fingers reaching toward your toes. Your lower back should now be in full contact with the floor, your thigh taught, your foot fully cupped. Looking toward your abdomen will help in correct placement. Now, inhale as you slowly and evenly return to neutral position. Try it again with the same leg, and two on the left side. Exhale. This exercise increases strength and control in the abdomen as poor abdominal control is the main source of back problems.



Neutral position, knees bent, hands relaxed, palms up. Inhale/exhale, drop both knees to right, head turned to left. Inhale as you return to neutral position and exhale as you drop your knees to left/head looking right. Inhale as you return to neutral position, exhale as you drop knees to right/head looking left. Inhale as you return to neutral position, exhale as you bring both arms above head, cup your heels, press small of your back against the floor and stretch, stretch, stretch. Take a deep breath and release the stretch as you exhale.



Roll to your abdominals, carefully. Let your head rest comfortably on your folded hands, toes pointed inward. Tighten your seat muscles and hold as you inhale. Release as you exhale, repeat. Take a deep breath and exhale.



Staying in this relaxed position, slowly lift your right leg as you inhale and exhale as you lower to floor. Again, inhale as you lift the right leg, exhale as you lower to floor. Inhale as you lift the left leg, exhale as you lower to floor. Take a deep breath and exhale.



Back-Kare Cassette tape available.

# Toward a Smoke-Free

**Smoking can be deadly—for the company's image and profits. Far-sighted companies can be dragged into clean air by the damage of a single turned-litigant. Today's progressive companies are taking control.**

by William L. W.

**A**re you touting "wellness" through a smoke screen? Does your company proclaim its concern for employee health by providing workout rooms, company-sponsored softball teams, and noon-hour aerobics classes—while at the same time exposing employees for eight hours every workday to an environment contaminated by unsafe levels of respirable air pollution?

That, in fact, may describe your current "wellness" commitment if your company still permits smoking in indoor work areas.

Levels of respirable air pollution in most indoor areas where smoking is allowed exceed limits set by the federal government for outdoor air quality, according to studies conducted and published by James Repace, a research physicist with the Environmental Protection Agency. In other words, if you still allow smoking on the job, you are probably imposing on your employees a work environment that is unsafe. To demonstrate a genuine interest in employee health and safety, workplace smoking control should be a cornerstone to any corporate "wellness" program.

## What Are the Benefits of Smoking Control?

Smoking-control measures are yielding dividends to organizations from four primary sources: health and safety, employee morale, productivity and corporate image.

**Health and Safety.** High on the list of plusses that accrue to a smoke-free organization is the knowledge that a positive step has been taken to remove the primary source of indoor air pollution: smoking. Health and safety issues are a major concern today among employees and employee bargaining units. No single step will go as far toward asserting an organization's commitment to health and safety than to implement a policy which removes ambient tobacco smoke from the workplace.

**Employee Morale.** Another benefit from smoking control is enhanced employee morale. Contrary to the fears of many personnel managers, employees overwhelmingly favor the elimination of smoking from their own work areas.

Surveys conducted recently by companies like Pacific Telephone and Pacific Northwest Bell show that nearly nine out of ten nonsmokers and over half of the smokers want smoking strictly controlled or banned from their workplaces. Nearly three out of four employees who work indoors are nonsmokers.

Companies that have already banned smoking, or have at least moved it away from work stations and into smoking lounges, are pointing to the morale effect as one of the most significant, albeit unexpected, benefits from their smoke-free policies.

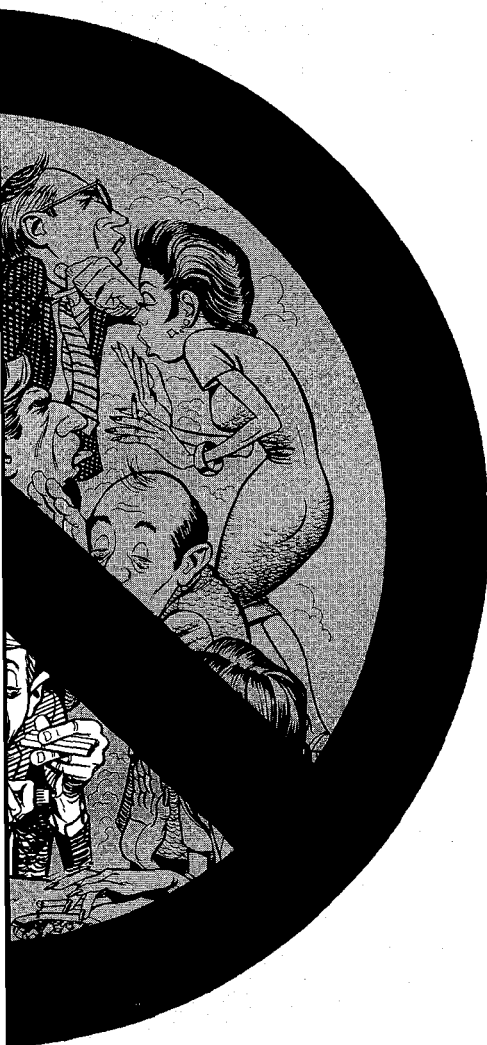
**Productivity.** Another unexpected benefit has been increased productivity



# e Work Environment

health of employees and a  
hted employers are not waiting to  
aged lungs of an employee-  
ompanies are enforcing smoking

s, Ph.D., CPA



from reduced costs. Consider these examples:

□ When Unigard Insurance implemented a work-stations ban three years ago, its outside cleaning service gave the company an unsolicited \$500 reduction in its monthly cleaning bill.

□ The Austad Company in Sioux Falls self insures for the first \$15,000 of health coverage for each of its employees, knowing that its smoke-free, smoker-free workforce will use the health-care system at only a fraction of the level demanded by an organization that employs smokers. Austad's cost of providing complete health coverage amounts to approximately one-third of what a comparable organization pays for the same coverage.

□ Radar Electric in Seattle reduced its routine maintenance budget by just over \$25,000 per year once it banned smoking and stopped hiring smokers—which worked out to about \$750 per year for every smoker on the payroll at the time the policy was implemented.

□ An Air Force *Hazard Report* out of Hill Air Force Base estimates that a smoking ban could save the Air Force over \$30 million per year at Hill AFB alone, \$1.3 billion Air Force wide, and \$4.3 billion in all facilities operated by the U.S. Department of Defense.

□ The former medical director at the Boeing Company estimated that Boeing will save over \$10 million in the first year of its announced total ban

on smoking throughout the company's premises.

□ Weyerhaeuser Corporation recently studied the cost of smoking in its corporate headquarters. In an inter-office communication, the company concluded "we estimate smoking costs at corporate headquarters to be \$4.9 million (a year)."

Organizations that adopt strong smoking-control measures can expect to save dollars from reduced insurance premiums for employee life, disability, industrial accident and health policies, as well as from negotiated discounts on fire insurance. In the long-term the company will save from adjusting to substantially reduced rates of employee absenteeism and working-age mortality and early retirement.

Smokers, on the average, are absent from work half as often as nonsmokers, and their rates of mortality and disability are up to seven times greater at certain age intervals within the normal work life (mortality among smokers is more than twice as high within *all* working-age intervals, and does not converge to the nonsmoker rate until age 85—when the smoking population is negligible).

**Corporate Image.** Finally, some organizations, especially those in the professional service sector, perceive a benefit to corporate image from restricting smoking among their employees.

Several accounting and law firms in



# Smoke-Free



***“The Boeing Company estimated that Boeing will save over \$10 million in the first year of its announced total ban on smoking . . .”***

Seattle, for example, proscribe smoking for all professional personnel when they are working—whether on client premises, in their own offices, or anywhere when they are representing the firm. The reasons for the policies have little to do with concern over health or safety—they have to do with professionalism. In many professional environments smoking is no longer considered an appropriate behavior around clients or co-workers.

## **What Are the Legal Questions Involved in Workplace Smoking Control?**

Ironically, when the topic of workplace smoking is raised, questions concerning “smokers’ rights” and the legality of implementing smoking bans tend to predominate. This is a misplaced emphasis.

The legal risk facing American businesses from the so-called smoking issue stems entirely from *failure* to take effective measures to protect employees from exposure to ambient smoke in the workplace—not from taking those steps. The following discussion addresses the most commonly raised legal concerns.

### **Can we severely restrict or even ban smoking in the workplace?**

Absolutely. The right of an employer to make and enforce reasonable rules of conduct on its premises is protected by the laws of every state and the provisions of every labor agreement.

Restrictions against smoking, if written and implemented properly, would be deemed reasonable in every jurisdiction in this country. Employers routinely impose similar behavioral constraints against singing, playing radios, harassing co-workers, loitering and other actions that interfere with the work flow or irritate fellow employees. Smoking is both an irritant and a health hazard to other employees.

### **But what about smokers’ rights?**

This is a red herring. Smokers enjoy the same rights in and out of the workplace as do their nonsmoking counterparts.

“Smokers’ rights” are not threatened by a smoking ban. There simply is no “right to smoke” on the job—not in Oregon, not in Ohio, not in any of the fifty states. Put simply, the right to smoke at work is not one of the many smokers’ rights, any more than is the right to sing at work for the singer, or to whistle at work for the whistler, or to drink at work for the drinker.

### **Isn’t a policy which restricts hiring to nonsmokers discriminatory?**

Of course it is. And so are all policies which prescribe applicant qualifications or impose behavioral standards based on achieved personal attributes.

Employers regularly and unabashedly discriminate in hiring on the basis of prior work experience, academic credentials, willingness to relocate, attention to personal grooming and acceptance of reasonable work rules.

Smoking is an achieved behavior—not an ascribed characteristic like race, sex, or national origin—and it is not one of the protected behaviors under our civil rights laws (nor will it become one).

Some employers are now openly restricting hiring consideration to nonsmokers; many others are doing so covertly. Employers are taking this extra step in order to guarantee long-term success for their clean-air policies. They are not trying to be Draconian; only realistic. They recognize that smoking is a powerful drug addiction; that withdrawal from nicotine can be a wrenching process for those who are tobacco dependent.

Restricting hiring to applicants who are comfortable describing themselves as “nonsmokers” on a job application accomplishes two things: 1) it secures a formal acknowledgement and accep-

tance of the company's smoke-free policy by every new employee; 2) it limits hiring to individuals who feel they can function during an eight or nine hour period without smoking—i.e., to applicants who are either nonsmokers, very light smokers, or smokers who have made a personal commitment to quitting.

### **What if we don't control smoking in the workplace?**

Finally the real liability issue is raised. Before the end of this decade—within five years—virtually every responsible business organization in this country will be enforcing strict smoking control. The reason has to do with liability—and the issue is a common one in labor disputes and labor litigation today: health and safety.

Research on the health effects from passive smoking—breathing someone else's discarded tobacco smoke—is becoming legion. There is no longer doubt among those who have examined that research that passive smoking is an immediate health risk for a large minority of the working population—those who are afflicted with pulmonary and cardiovascular disorders—and probably a serious long-term risk for everyone else.

In 1983 the American Medical Association concluded that "Research during the last decade has yielded steadily accumulating evidence indicting tobacco smoke as a significant health hazard to the nonsmoker." In 1984 Surgeon General C. Everett Koop concluded that the relationship between passive smoking and illness and death had been proven, and the Environmental Protection Agency implicated passive smoking as the cause of between 500 and 5000 cancer deaths per year.

What will happen if you do not ban smoking on the job? Your company will join a growing list of organizations that have been sued by employees who claim health damage from exposure to smoke in the workplace, organizations like New Jersey Bell Telephone, Western Electric, the Veterans Administra-

tion, Transworld Airlines, and the Merit Systems Protection Board (U.S. Government). And, if these recent court decisions are predictive, the litigants will be successful if your organization has not taken effective steps to protect them from involuntary exposure to tobacco smoke.

In summary, there are no legal barriers to implementing strict smoking control, to banning all smoking on company property or to restricting hiring to nonsmokers. On the other hand, there is significant legal and economic risk facing every organization which continues to expose employees to a toxic pollutant that can readily be removed by a simple, reasonable work rule.

### **How Do We Become a Smoke-Free Organization?**

There are as many successful strategies for moving toward a smoke-free work environment as there are methods for quitting smoking. And, as with quitting smoking, it's not so much the method that brings success as it is the determination to succeed.

**Resolve to Clean the Air.** Just as a smoker must resolve unconditionally to become a former smoker, an organization must resolve unconditionally to become smoke-free. If there is one generalization that could be made about approaches and policies that have met with less than optimal success, it is that the organization's goal became compromised. Instead of searching for means and methods for achieving the smoke-free objective, the organization becomes mired in searching for exceptions that will ultimately thwart that objective.

For example, one bank in Seattle recently implemented a policy to ban smoking from all work stations *except* private offices. Perhaps the bank's primary objective was to inspire smokers to achieve rapid promotion to private office status, rather than to clean the air? That kind of insensitive approach creates a sort of workplace class struggle between smokers who can and those



***"Introducing a 'wellness' program without guaranteeing a smoke-free workplace is a little like throwing a company picnic without bringing any food . . . it smells a bit of hypocrisy."***

# Smoke-Free



*“There simply is no ‘right to smoke’ on the job—not in Oregon, not in Ohio, not in any of the fifty states.”*

who can't. And, of course, it does little to insure indoor air quality since most office ventilation systems recirculate the ambient smoke from private offices to surrounding offices so that everyone can enjoy it.

**Decentralized Failure.** Perhaps the worst-case example of a policy which offends everyone—smokers and non-smokers alike—is also one of the most common among meekly-managed organizations which claim to have dealt effectively with the “smoking problem.” It has its variations, but in each case involves letting the decision about smoking be made separately by various employee units or areas within the company.

For instance, employees in purchasing can decide among themselves whether to permit smoking, as can employees in general accounting, employees in personnel, and so forth. In this way some of the company's workers, usually those whose supervisors are nonsmokers, enjoy reasonably clean air, and the rest suffer quietly in order not to offend the boss. The air circulation system at least guarantees some degree of fairness by spreading the smoke around.

This is the approach that has been taken at Pacific Northwest Bell, where, according to a formal survey of employees, approximately 80 percent of the workforce wants to work in clean air. The policy enjoys almost universal dissatisfaction.

**Employee Participation.** Employee involvement from the outset is the best approach to assuring both that the eventual policy will be a strong one and that it will gain widespread support among employees. If you are concerned that a participative approach might eventually lead to a policy which is too weak and thereby ineffective, your worries are unfounded. Group dynamics will, in fact, move the policy toward more, rather than less, severity.

With most workforces comprising at least two nonsmokers for every smoker, most employee task forces will begin

working on the problem with members assuming moderate views as to how the policy should be formulated. As the group further studies and deliberates on the policy design task, it will begin moving toward a progressively more restrictive policy. Complete workplace bans are a common outcome given this group approach.

**Timeline.** Most organizations recognize that eliminating smoking from the workplace constitutes a major change in the workplace culture, a major change made more complex because of the attendant problems related to drug addiction. For some workers the change will mean having to face daily withdrawal from a wrenching physical and psychological dependency.

This is not to say that a company must look to a long-term, arduous transition period to move from where it is to eventually being smoke-free. Boyd Coffee in Portland implemented its smoking ban by posting a notice on Friday announcing that smoking would no longer be allowed, effective on *Monday*. The policy is successful and has been since its inception twelve years ago.

But most employers see a transitional period as a more sensitive and ultimately more successful route to corporate clean air. Group Health Cooperative of Puget Sound, for example, one of the largest employers in the State of Washington, hired an independent consultant to plan and direct the implementation of its smoke-free program. The phase-in period lasted approximately ten months.

During the transition periods, and continuing thereafter, most organizations offer help to smokers who want to stop smoking. Often the cost of proprietary cessation programs are shared or paid for in full by the employer; in some cases cessation programs are conducted on the company's premises. Pegging cost reimbursement to success is sometimes used as an additional incentive to quit.

But the strongest cessation incentive is the company's commitment to a smoke-free work environment; smoking rates among employees in smoke-free organizations drop rapidly to negligible levels.

The rate at Radar Electric went from 50 percent to one percent within three years after the policy took force. Riviera Motors in Portland expected its smoking rate to be at five percent by 1984 (it had dropped from 35 percent to 15 percent by 1981, two years into the policy). Northern Life Insurance, which stopped hiring smokers in November of 1983, expects to be totally smoke-free within a few years.

**Restrict.** The components of a successful policy can be loosely outlined by the "RESTRICT" program (shown to the right), which was developed by a consulting firm that assists businesses in the development and implementation of workplace smoking policies. "RESTRICT" shows an eight-stage plan that has proven successful for a number of organizations that are today enjoying clean air.

## No Ifs, Ands or Butts— Wellness Means Smoke-Free

Introducing a "wellness" program without guaranteeing a smoke-free work environment for employees is a little like throwing a company picnic without bringing any food. Some would even say it smells a bit of hypocrisy.

Employers who are genuinely concerned with the health of their employees recognize that ambient tobacco smoke is not merely an irritant to a handful of hyper-sensitive employees, it is a recognized health hazard to virtually all employees who are forced to breathe it. For that reason alone workplace smoking control will be the norm rather than the exception by the close of this decade.

But far-sighted employers are not waiting to be dragged into clean air by the damaged lungs of an employee-turned-litigant, or by the enforcement provisions of a San Francisco-type ordinance which guarantees workers the

# COMPONENTS OF A SUCCESSFUL NON-SMOKING POLICY

## "RESTRICT"

**R — REVIEW THE RESEARCH:**  
The first step to successful non-smoking policy implementation is a comprehensive understanding of the rationale behind the introduction of smoking restrictions and a review of the many possible alternatives.

**E — EMPLOYEE INVOLVEMENT:**  
Stringent smoking restrictions will present a hardship to certain employees based on their addiction to nicotine. Participatory management, which involves employees in policy development and implementation, is the key to success.

**S — STRATEGIC PLAN:**  
Resolution of any problem in a corporate environment requires the development of a strategy—clean indoor air policies are no exception.

**T — TIME FOR TRANSITION:**  
As with any change, people need time to make the required adjustments. Organizations need different timetables for policy implementation based on differences in employee populations.

**R — REDUCE EXPOSURE TO SMOKE:**  
It is possible to get so involved with policy development that an organization loses sight of the goal of the policy—a smoke-free workplace.

**I — INCENTIVES FOR EMPLOYEES:**  
Many employees use the reduced opportunities to smoke at work as an incentive to quit smoking. Assisting these efforts is a wise corporate investment.

**C — CLEAR COMMUNICATIONS:**  
A lot of time, energy, and resources go into the Tobacco Industry's efforts to keep people smoking. Any counter education effort needs to be sophisticated in its message and delivery.

**T — TAKE A BOW:**  
Organizations that have successfully implemented stringent smoking policies tend to attract very favorable media attention.

*Courtesy of Rosner, Weis and Lowenberg, Inc., Health/Management Consultants, Seattle.*

right to a smoke-free workplace, or by pangs of conscience after the Nth study shows again what N-1 studies have shown before it—that involuntary smoking is hazardous to the health of nonsmokers. They are moving ahead today to restore one of the most fundamental of all civil rights: the right to pursue one's livelihood in a safe and healthful environment. ☸

*William L. Weis, Ph.D., CPA, is Associate Professor and Chairman of the Department of Accounting at Seattle University, and works as a consultant on the design and implementation of workplace smoking policies.*

## Did you know that . . .

- Companies pay over \$5000 extra for every smoker on the payroll.
- In one hour in a smoke-filled environment, nonsmokers may inhale as much of a cancer-causing agent as is found in 5-30 cigarettes.
- The total cost of smoking in the U.S. exceeds \$20 billion annually.

Source: FANS (Fresh Air For Nonsmokers), P.O. Box 24052, Seattle, WA 98124.

# Laughter As Modern Medicine

***Companies serious about their employees' health should take themselves less seriously. Humor in the workplace can enhance productivity and creativity, and help prevent stress and illness.***



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by June Cramer, editor

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**W**ant to live a longer and healthier life? Be more creative? Deal more easily with stress and change?

Try putting more laughter in your life, say two experts in the field of health and humor.

While an apple a day may keep the doctor away, a daily dose of humor can do the same job—and be a lot more fun.

“If negative emotions such as anger, fear or rage can make us sick, then it follows that positive emotions and a sense of humor can keep us well,” contends C. W. Metcalf, founder-director of Body-English, a Fort Collins, Colorado-based firm specializing in improving communication skills.

Metcalf and psychiatrist Christian Hageseth III are among the growing numbers of health experts spreading the

message that laughter may be the best form of preventive medicine.

A sense of humor, they explain, is vital to one's sense of well-being and can enhance creativity, problem-solving abilities, imagination and risk-taking. Moreover, humor can help people cope with a variety of difficulties, including stress, illness and depression.

"When it comes to health," says Metcalf, "humor can be preventive."

Besides helping people to cope with work situations and other aspects of their lives that may be trying, stressful or awkward, initial research indicates that humor may alleviate physical pain, at least temporarily.

When someone laughs, a deep "belly laugh," substances called endorphins are released by the brain. Endorphins, according to Hageseth, are "an internally generated, morphine-like substance, naturally produced by the human brain." The short-term effect of this release of endorphins is a sense of euphoria and a decrease in physical pain, Hageseth said. The long-term effects are not yet known.

## BRINGING LAUGHTER TO THE WORKPLACE

In addition to preaching the benefits of laughter, health experts have another message to spread: Businesses serious about their employees' health should learn to take themselves less seriously.

"It's more critical than ever for employees that we keep our lightheartedness," Metcalf emphasizes. "Otherwise, our employees will get brittle and broken and American business will end up in third or fourth or fifth place."

"Corporate America can't afford to kill off its workers," he continues. "People are the most important part of a company. The American workplace has a tool—laughter—which it can use to help its employees become healthier and more productive."

There are obstacles to bringing laughter into the workplace, however.

"There is a prevailing ethic that if a person laughs, he or she is not acting 'professional,'" says Metcalf. "We feel that to be professional means to be critical or 'dead serious'."

Not so, he contends.

"One of the marks of the most creative minds is the ability to laugh," Metcalf notes. "A creative mind is able to see unexpected ambiguities and similarities."

And the absence of laughter, Dr. Hageseth adds, is one of the symptom's of depression.

"In the workplace, there is a tendency to say things like 'Let's knuckle down or bear down and get this work done.' But all that happens is that we get tighter and tighter. Then the employee goes home and carries all that stress and worry and tension home with him," Metcalf warns.

"In an era of rapid change, stress and illness tend to increase," he adds. "Humor can help you deal with change

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**Humor can help people cope with a variety of difficulties, including stress, illness and depression.**

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and move the body and mind to good health."

Besides helping employees deal with the pressures of stress, maintaining a sense of humor can help them do better work and remain more flexible and creative. For example, a secretary who feels that her talents are constrained by her limited duties can use humor to expand her job horizons.

"If you see yourself as the work you do, and if that work is difficult or boring, then what kind of person does that make you?", Metcalf asks.

A sense of humor can help you see that there is life beyond your job and that work is not necessarily the most important thing you do.

## HUMOR IS NO JOKE

So does that mean that you should start cutting up the wisecracks as soon

as you walk into work on a Monday morning?

Probably not. While most people think of humor as laughter or hokes, this is actually only a small part of it.

"A sense of humor has little to do with jokes," explains Metcalf. "Only 1 to 2% of the population has the ability to tell a joke well, but a sense of humor can be developed by anyone."

Metcalf defines humor as "a sense of perspective."

"It is the ability to take yourself lightly even though you take your work seriously." "Humor," he continues, "is a sense of joy in being alive. It's not an abstract."

Unlike misery which grows, however, happiness and a sense of humor have to be cultivated.

"Nobody needs a class in human misery," Metcalf emphasizes, "but you have to teach yourself to be happy. You can't wait until you retire."

"A sense of humor is like a sense of balance," he continues. "If you don't use it, you lose it."

## NEGATIVE HUMOR

Knowing what humor is not can be just as important as knowing what it is, experts conclude.

"Humor is one of life's most positive bonding experiences," says Metcalf.

But negative jokes and humor—those which require a victim—actually do more harm than good. One probable example of negative humor is an ethnic joke, unless, of course, all parties involved have a "mutual agreement" in which they can "tease" each other.

"There are positive and negative jokes and positive and negative ways to use them," explains Metcalf.

## THE LAUGHTER PRESCRIPTION

How can employee services managers help their employees bring laughter into their work lives?

Experts such as Metcalf and Hageseth recommend incorporating humor into an already-established wellness program through attitude programs teaching workers how to enjoy them-



# Laughter

selves and through support groups which encourage employees to develop their own sense of humor.

"There are a lot of doctor 'Feel Goods' out there," says Metcalf. "In our workshops, we teach employees how to find humor in themselves—not laugh at comics or someone else."

Metcalf and Hageseth have travelled across the country, putting on workshops such as "Laughter: Medicine for the Body and Soul" and "The Humor Option: How Humor and the Lack of it Affect Mental/Physical Health" for companies such as AT&T, IBM, Mountain Bell, Hewlett Packard and Ball Aerospace.

But you don't necessarily need a workshop to promote laughter at your workplace. Just educating employees on the value of humor can be enough.

"Anyone can learn to develop their senses of humor," Metcalf empha-

sizes. "You need to remind yourself of your right, your ability and your desire to exercise and maintain your sense of joy in being alive." This can be accomplished, he continues, by plugging something new into your life—something that has nothing to do with work—at least once a month, such as a movie, good book, TV show or new activity. Employee services managers can also help employees to overcome their "fear of foolishness." Employees are often afraid of taking risks and making mistakes—hence, they become too serious about their work. This can lead to added pressures and tension.

"We cannot afford the fear of foolishness in the workplace," contends Metcalf. "If employees are not making mistakes, then they're not doing their job. Every successful person has had at least three or four bombs."


**"W**e've known the powers of laughter for years," says Metcalf. Proverbs 17:22 advises that

being cheerful will keep you healthy, he adds. But only recently has the benefits of humor in the workplace been discovered—and not a moment too soon.

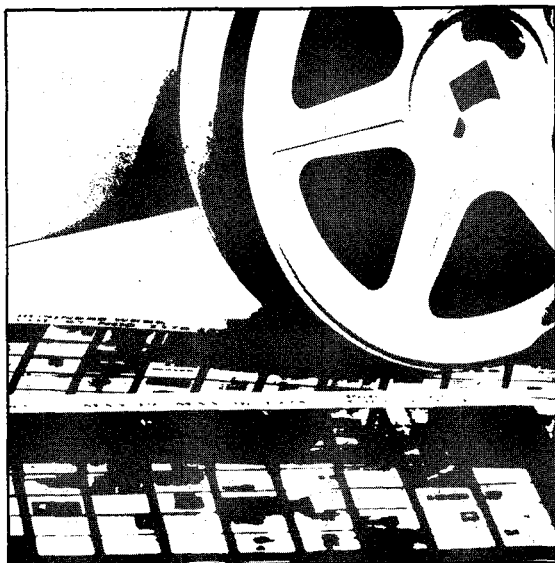
In today's society, with all the pressures and changes of the Information Age, the prevention of illness will become paramount. And with laughter, companies now have an effective tool toward wellness.

"Humor can be of enormous value in a wellness program," Metcalf emphasizes. Beyond helping employees at work, laughter and a sense of humor can enrich their personal lives.

"In all my years, I've never heard anyone say on their deathbed say 'God, I wish I made \$50,000 a year'," notes Metcalf. "In my work with the dying, they've almost always said, 'I wish I had more fun and worked less.'"

Hopefully through laughter, employees can experience the joy of living—as well as a multitude of healthful benefits—in their lives. 

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**The 44th Annual Conference and Exhibit  
of the  
National Employee Services and Recreation  
Association  
May 1-5, 1985  
at the  
Sheraton Boston Hotel  
Boston, Massachusetts**

Looking to the future in communications, recreational programs, employee motivation, stress management, program evaluation and management techniques.

1985 NESRA

# CONFERENCE PROGRAM

## Wednesday, May 1, 1985

8:30-9:00 a.m.	Continuing Education Program Registration
9:00-4:00 p.m.	Continuing Education Programs
9:00-12:00 Noon	Chapter Board Members Orientation
1:00 p.m.	Conference Registration Opens
5:30 p.m.	Buses Depart for Quincy Market
7:30-11:00 p.m.	Dessert Bar—Quincy Market Rotunda

## Thursday, May 2, 1985

6:45 a.m.	Exercise Sessions
8:00 a.m.	Registration Opens
9:00-9:30 a.m.	Familiarization Session for First-Timers
9:00-9:30 a.m.	Speakers, Chairpersons, Vice Chair Orientation
10:00-11:30 a.m.	Conference Opening/Annual Meeting and General Session Keynote Address: Jeanne Sherrow—"Leisure: Free Time Or Time On Your Hands?"
11:30-12:30 p.m.	Lunch on Your Own
11:30-12:30 p.m.	NESRA Education And Research Foundation Board Of Trustees Annual Meeting
12:45-1:30 p.m.	Concurrent Sessions: (A) Chapter Exchange—Part I (B) <i>Communication Tools</i> (Andy Porter) (C) <i>Meetings: A Better Way-Part I</i> (Eric Anderson)
1:00-1:45 p.m.	Exhibitors' Meeting
1:45-2:30 p.m.	Concurrent Sessions: (A) Chapter Exchange—Part II (B) <i>Meetings: A Better Way—Part II</i> (Eric Anderson) (C) <i>Developing/Improving Your Service Awards Program</i> (Frank Havlicek—Motorola)
2:45-5:45 p.m.	Exhibit Hall Grand Opening
6:00 p.m.	Buses Depart for Boston Harbor Cruise
7:30 p.m.	Boat Sails Away

## Friday, May 3, 1985

6:45 a.m.	Exercise Session
8:00 a.m.	Registration Opens
8:30-9:30 a.m.	Regional Breakfasts
9:45-10:30 a.m.	<i>Making Your Plans Work—Part I</i> (Gerald Post)
10:45-11:30 a.m.	Concurrent Sessions:

# CONFERENCE PROGRAM

	(A) <i>Making Your Plans Work—Part II</i> (Gerald Post)
	(B) Vendor Panel (Chuck Bashian, NESRA Marketing Manager)
11:45–12:30 p.m.	Business Writing Workshop (Diane Donatio)
12:45–2:30 p.m.	Management Luncheon
2:45–4:15 p.m.	<i>Recreation: A Risky Business</i> (Tony Marshall)
4:30–7:00 p.m.	Exhibit Hall
7:00 p.m.	On Your Own (Discounted tickets will be available to “Shear Madness”—196 seats)

## Saturday, May 4, 1985

6:45 a.m.	Exercise Session
7:30 a.m.	Past President's Breakfast
8:30–9:15 a.m.	General Session on Exercise and the Heart (Dr. Joseph Alpert, University of Massachusetts Medical School)
9:30–12:00 Noon	Exhibit Hall Closing Session
12:00 Noon–1:30 p.m.	CESRA/CESRL Luncheon Speaker: Mayor Ray Flynn
1:30–2:15 p.m.	Concurrent Sessions: (A) <i>Stress Management—Part I</i> (Dr. David Francis) (B) Workshop On Being A Volunteer (C) Workshop On Supervising Volunteers (D) <i>Employee Assistance Programs In The Workplace</i> (Richard Henderson—Honeywell)
2:30–3:15 p.m.	Concurrent Sessions: (A) <i>Stress Management—Part II</i> (Dr. David Francis) (B) <i>Managing The Megatrends of the 80's</i> (Richard J. Blue) (C) Bob Stutman—Northeast Drug Enforcement
3:30–4:15 p.m.	<i>Motivation</i> (Sarah Weddington)
6:30–7:30 p.m.	NESRA Cocktail Party With Entertainment
7:30 p.m.	NESRA Dinner/Dance (Honoring Phyllis Smith, Immediate Past President, and Leroy Hollins, President)

## Sunday, May 5, 1985

9:30–11:30 p.m.	Ideas Exchanges: <ul style="list-style-type: none"><li>● How To Start A Program</li><li>● Tools of the Trade: Networking</li><li>● New and Unique Programs</li><li>● Budgeting</li><li>● Communication Ideas</li><li>● No-Cost/Low-Cost Programs</li><li>● Chapter Exchange Follow-up</li></ul>
11:45–1:30 p.m.	Closing Brunch

# CONFERENCE REGISTRATION

## DATA

Name (Print) \_\_\_\_\_ Title \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
 Phone ( ) \_\_\_\_\_ Number of Employees \_\_\_\_\_  
 Status: CESRA CESRL New Member (Since 6/1/1984)  
 Number of previous national conferences attended \_\_\_\_\_  
 Names of others in your party \_\_\_\_\_

for cross reference—submit separate registration forms

Expected date of arrival \_\_\_\_\_ Departure \_\_\_\_\_

## PLEASE FILL IN AS YOU WOULD LIKE YOUR BADGE TO APPEAR

Common First Name \_\_\_\_\_  
 Full name \_\_\_\_\_  
 Organization \_\_\_\_\_  
 City, State \_\_\_\_\_

## Registration Packages

## —IMPORTANT— CIRCLE YOUR CATEGORY

(Fee includes group meals and social functions)

	Prior to April 15, 1984	After April 15, 1984
Delegate—NESRA member .....	\$205.00	\$220.00
Non-member delegate .....	\$225.00	\$240.00
Associate Members not exhibiting .....	\$325.00	\$350.00
Commercial attendees not exhibiting .....	\$400.00	\$400.00
Spouses .....	\$105.00	\$115.00
Student Attendees .....	\$100.00	\$105.00
Retirees .....	\$ 75.00	\$ 75.00

Please include your check payable to National Employee Services & Recreation Association. Advanced registration cannot be accepted without full payment in advance.

Mail checks and registration to: NESRA, 2400 South Downing, Westchester, IL 60153

Cancellation . . . Full registration will be refunded if cancellation is received postmarked no later than April 15, 1985. After this date full refund cannot be guaranteed. No refunds will be made unless request is filed before June 10, 1985.

Hotel reservation information will be sent to you  
upon receipt of your conference registration.

## The Economic Benefits Of Employee Fitness

**W**hat employee services and recreation managers have believed for years is now backed up by hard, cold facts: Employee health promotion programs pay off in dollars and cents.

A collection of data from all over the world documenting the economic benefits of regular rigorous physical fitness and lifestyle programs is now available in a publication, *Economic Benefits of Employee Fitness*, from Fitness Systems Inc. (FSI), Los Angeles. The report is a product of a study Fitness Systems commissioned through Dr. James L. Webb of California Polytechnic State University (San Luis Obispo).

Among the highlights of the study findings:

### Reduced Absenteeism and Turnover

- The Canadian Fitness and Lifestyle Project found that employees designated as "high adherents" to regular exercise reduced absenteeism by 42 percent, 2.5 fewer days absent per active participant, following the initiation of an employee fitness program. Extrapolated to the company's 1,400 employees, this improvement would achieve a direct savings to the employer of \$175,000 a year.

Further, the turnover rate demonstrated by the "fit" group was 13.5 percent less than for the company as a whole. Economically, this represented an annual savings of \$510,000 in hiring and training costs.

- A five-year experimental fitness and heart disease intervention program involving 847 New York State employees found that, in addition to reducing coronary risk factors in participants, one year after implementation of the program, sick leave among fitness program participants was reduced



43 percent—an average of 3.3 days per employee.

- The Prudential Insurance Company reports that its physically fit employees took only 3.5 sick days a year as compared to 8.6 for the less fit employee. Prudential estimates that if all employee sick leave could be reduced to 3.5 days, a savings of \$240,000 would be realized.

- A recent investigation initiated by the Dallas-based Institute for Aerobics Research involving 7,400 teachers in the Dallas Independent School District found that teachers involved in the fitness project took an average of 3 fewer sick days per year, at a saving of \$452,000 in substitute pay alone.

### Enhanced Productivity and Working Effectiveness

- Swedish investigators found that mental performance following exercise was significantly better in the physically fit than in the non-fit person. Results suggested that fit workers committed 60 percent fewer errors on tasks involving concentration and short-term memory as compared to the "unfit" worker.

- Soviet research indicates that the physically active employee is capable of a greater working capacity by 2 to 5 percent and possibly by as much as 10 to 15 percent when compared to his non-active counterpart.

### Reduced Health Care and Insurance Costs

- According to an analysis of its 1980 health care claims, Control Data Corporation found that employees who report not exercising regularly have higher annual health care costs (\$436.92 versus \$321.01) than those regularly involved in moderate or vigorous exercise. Further, the inactive employees average more hospital days per year (0.57 versus 0.37).

- A Canadian study relating physical fitness to the frequency of doctor and hospital visits found, after one year, employees from a company with a fitness and lifestyle program decreased hospital utilization and medical claims relative to employees from a control company without a program. The total health care savings amounted to \$233 (U.S.) per employee per year for the company with a fitness program.

- The Lockheed Missiles and Space Company estimates that since 1978, it has saved \$1 million in life insurance costs as a result of its employee wellness programs.

**“E**mployee fitness programs can, and do, impact the 'bottom line,' while improving the quality of participants' lives both on and off the job," says Cynthia J. Miller, director of corporate programs at FSI.

Copies of *Economic Benefits of Employee Fitness* are available by contacting Miller at Fitness Systems Inc., P.O. Box 71606, ARCO Plaza, Los Angeles, CA 90071.



# Wellness on a Shoestring

Washington Mutual's "Home-Grown" Version of Corporate Wellness

**C**orporate wellness programs don't have to be expensive to be successful.

That's the philosophy behind the employee-run wellness program at Washington Mutual Savings Bank.

The Seattle-based bank initiated a self-styled, full spectrum wellness effort two years ago when it had little money for fringe benefits like physical fitness equipment. Although resources were limited, the bank wanted to encourage employees to develop healthy, balanced lives. And a fresh produce food-buying cooperative that had drawn Washington Mutual participants for some four years demonstrated staff were receptive to the idea of maintaining good health for themselves and their families.

"Ours is a modest, 'home-grown' version of corporate wellness which developed in response to employees' interests and needs," says Doreen Cato, Washington Mutual's wellness coordinator.

### SUPPORT FROM THE TOP

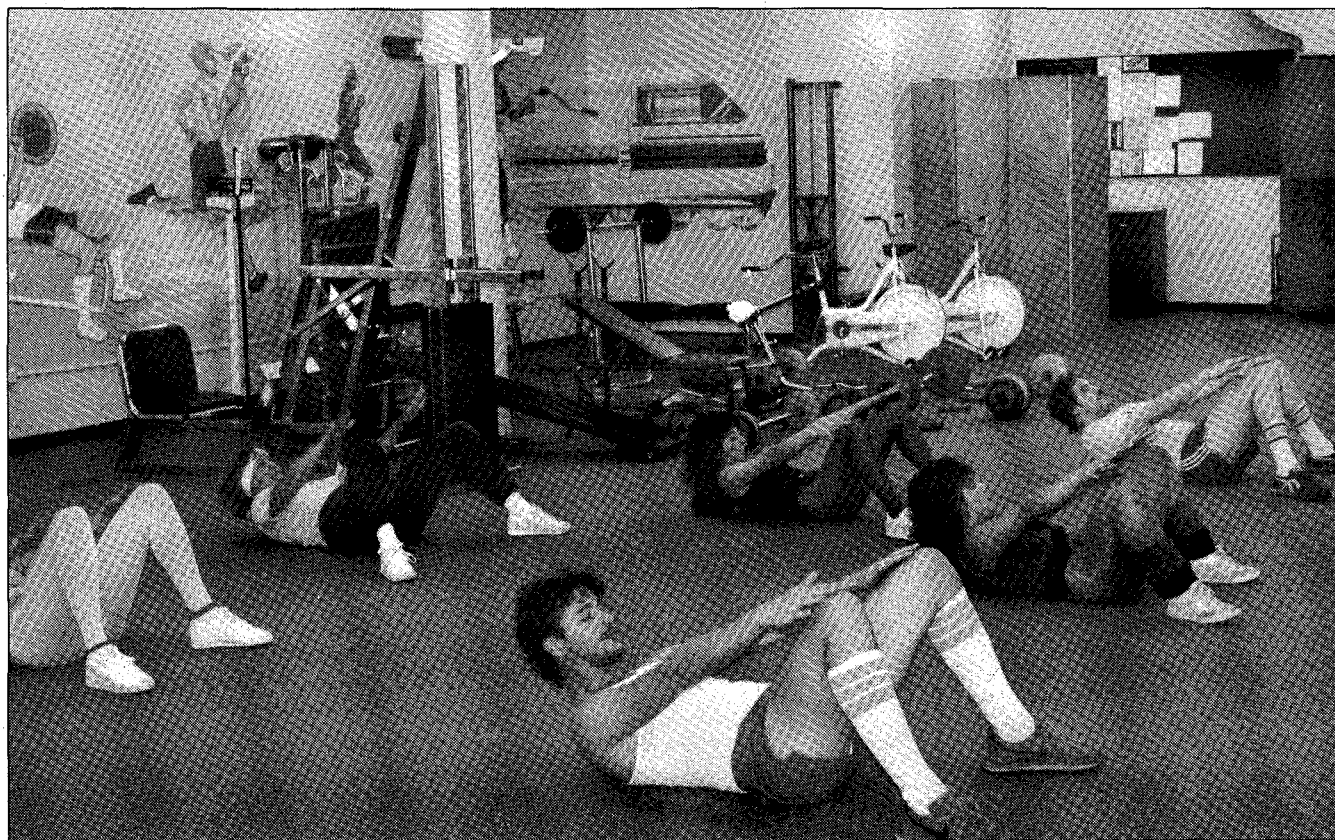
Support started at the top with Washington Mutual Chairman Louis Pepper, who is proud to be identified as the program's original and number-one advocate. He had asked his daughter, Betsy, to study how the bank might be able to set up a wellness program on a shoestring budget. Both Peppers felt that wellness should go beyond exercise to provide a wide range of life-enriching activities for employees.

### TOWARD "TOTAL" WELLNESS

"People are more productive when they're happier and healthier, and that involves more than just exercise," Lou Pepper says.

That's a broad interpretation of "Wellness", ranging beyond the conventional goal of physical fitness. But it fills the bill at Washington Mutual. Bank employees and corporate leadership identified overall good health as their objective and planned a program to obtain it that literally offers something for everybody. Activities include:

- Cooperative buying of meat, fresh fruit and vegetables to reduce food costs. Employees also are encouraged to sell their home-grown produce.



Washington Mutual employees converted a former sports shoe store into this gym, which now houses group aerobics classes and individual weight training.

## PROGRAM SPOTLIGHT

- Demonstration dinners featuring healthy foods.
- Seminars on stopping smoking, work wardrobes and self defense.
- Aerobics and conditioning classes.
- Reduced rates for personal services such as film processing, shoe repair and dry cleaning.
- Art events at group rates.
- Recreational outings such as river rafting trips.

### FROM SHOE STORE TO WELLNESS CENTER

Washington Mutual's Wellness Center is located in a former shoe store in the bank's Head Office complex of three downtown Seattle buildings. Nearly half its 1,000 employees statewide work at headquarters.

Visitors to the Wellness Center are surprised to see an operation that looks more like a vintage general store than a workout gym: It is lined with counters to display craft items sold by employees, healthy food snacks and exercise outfits. Sacked ears of corn and boxes of fresh berries are ready for co-op pickup. In a back room gym, staff and trained employees conduct group aerobics, supervise weight lifters and coach joggers.

Wellness startup costs were \$15,000, chiefly for renovating the vintage structure. Employees did most of the work on a volunteer basis. They scraped, painted and built fixtures. They watched going-out-of-business sales and paid the bottom price for tables to equip an upstairs area for ping-pong, card games and seminars. Used counters and a refrigerated cooler were donated.

The bank's graphic artists designed a wellness logo. They worked weekends and evenings to decorate the center's walls with a stylized rainbow symbol and bigger-than life silhouettes of exercises on the walls.

Minimal exercise equipment available at startup in July 1982 was augmented in January 1983. For \$4,500, weight training gear and stationary exercise bikes were added to provide full fitness building capabilities. The bank contributed \$3,000 and user-employees each paid \$55 to make up the balance.



*Among the offerings at the Wellness Center: a fresh food co-op featuring home-grown produce.*

With a third anniversary coming up this summer, the bank's wellness program currently is funded by an annual budget of some \$53,000. Included are maintenance and operation expenditures and an initial outlay for extending program features to branches across the state.

### THE WELLNESS TEAM

A major cost is the salaries of two fulltime health professionals who staff the program and are responsible for its expansion. Doreen Cato, wellness coordinator, is an ex-teacher who specialized in handicapped/special education and body movement therapy. Before joining the bank, she trained the developmentally disabled and conducted aerobics classes. Her assistant is Jim Hammack, a kinesiology graduate who instructs exercise sessions and specializes in weight training.

No overall membership or class fees are charged. When the center first opened, employees paid nominal fees for instructed exercise. Today, the wellness team and its trainees offer those sessions free. In addition, a nutritionist and other external health specialists are hired to conduct seminars and events.

This year will be the base line for assessing employees' participation in Washington Mutual's program. Participation in fitness classes has reached 14% on-site and up to 10% in the bank's

branch system. Thirty-six percent of the head office staff and eight percent of the branch employees make use of the co-op. Even more take advantage of the seminars, personal services and wellness-sponsored special events.

### BRANCHING OUT

Encouraged by growing use, the bank now is customizing the program to serve the people staffing Washington Mutual's 40 branches. Participants across the state have selected program features most suitable to their situations.

To provide a kind of wellness "extension service", lecture workshops and aerobics workouts are videotaped by the center staff in Seattle for use in the branch system. After conducting fitness screening to determine employees' conditions, the staff prescribe proper levels of exercise and then provide the branches with appropriate videotapes to conduct classes locally.

**W**ashington Mutual's "home-grown" version of corporate wellness is certainly growing. And by helping workers seek maximum quality in their overall lives, the company is reaping the benefits of happier, healthier and more productive employees. ☺

*Special thanks to the Seattle Daily Journal of Commerce, from which portions of this article were taken.*

## How to Select a Fitness Instructor

by Kim Taylor, B.B.A., M.S.

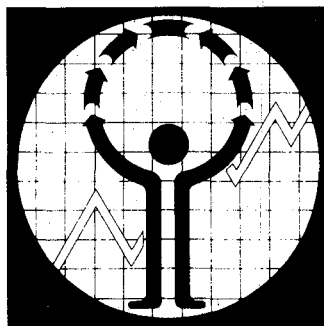
**T**here is one person who can make—or break—your employee fitness program.

In fact, if this person isn't capable, he or she may actually drive away employees.

No, it's not your personnel director. And it's not your company's CEO.

It's the person who forms the backbone of your fitness program, the one who will be working closely with employees from day to day—your fitness instructor.

Fitness instructors are some of the most visible employees in an organization. They are looked upon by employees as the "picture of health and vitality." Because of this, it is important to know how and what to look for in choosing a qualified fitness instructor.



**"Presently, individuals with no formal exercise training or background can call themselves instructors. . . . this lack of training has contributed to injuries. . . ."**

### THE FITNESS INSTRUCTOR'S ROLE

The need for qualified individuals to administer proper exercise programs and give more information about lifestyle modification has come about with the increased realization of the importance of a regular exercise program.

The American College of Sports Medicine views the role of a fitness instructor as having a knowledge base in areas of health appraisal, risk factor identification, medical information, results of graded exercise tests or field physical performance tests. He or she must also be CPR certified.

An ability to evaluate the participants' response to conditioning, assist in the education of the participants and interact with the appropriate health professionals, program participants and the community at large are other essential characteristics, ACSM asserts. Instructors should emphasize that par-

ticipants should adhere to long-range commitments to regular physical activity in order to maintain optimal levels of fitness.

### INDIVIDUAL STYLE

Usually a professional instructor has developed an individual, preferred style of teaching. Whether he or she instructs aerobics, conditioning, aerobic dance, slimnastics, yoga, or any other variations, the principles and techniques for quality instruction remain the same.

Ken Alan, founder and director of The Aerobic Service, emphasizes the following four important steps in order to teach with dynamic impact:

- ☐ **Planning:** What is the main objective of the class? This could encompass anything from trying to sell your abilities and skills, sharing knowledge and information to creating a fun atmosphere.

Identifying age, sex and fitness levels of the class is very important in determining the format and progression of the class.

- ☐ **Organization:** Decide what specific exercises to include in your routine. This includes setting your priorities in order and including only the most valuable and effective exercises.
- ☐ **Preparation:** This is the time to bring all the pieces together and to practice the class. This will allow the instructor to anticipate problems that may be encountered so that she or he can prepare to meet them positively.
- ☐ **Teaching:** Involves presenting the most professional package he can create. This package takes into consideration the participant's priorities, instructor's objectives, and the environment at hand.

These steps can also be considered by the participants in the evaluation of their fitness instructor.

### REQUIRED SKILLS

The fitness instructor should start each exercise with direction and give an explanation with a demonstration. This proceeds the motivation and stimulation the fitness instructor must provide for the participants.

Other requirements for a fitness instructor are:

- A high level of cardiovascular fitness as well as good coordination.
- Displays energy, enthusiasm and encouragement to the participants.
- Is a non-smoker.
- Dresses neatly and maintains correct posture.
- Is aware of the causes and care of sports injuries.

Presently, individuals with no formal exercise training or background can

## FITNESS/HEALTH BULLETIN

call themselves instructors and charge fees for their classes. This lack of training has contributed to injuries and has indicated a need for qualified individuals to administer proper exercise programs. As a result, the American College of Sports Medicine has developed a certification for Fitness Instructors, assembling acceptable guidelines from a common body of knowledge relative to exercise leadership. A background in health sciences, physical education and exercise physiology is important for preparation for the written and practical examinations.

### ENJOYS PEOPLE

The teacher's personality will determine the amount of energy in the class. If your fitness instructor has a negative attitude, is unable to motivate, or makes fun of participants' weaknesses, this message will be picked up immediately by employees. And you just might find yourself with a large percentage of dropouts.

To be a successful fitness instructor, one must enjoy working with people and be able to establish good personal relations with each of the participants. This does not mean arriving just as class begins and leaving as soon as the hour is over. This means arriving 15-20 minutes early and staying 15-20 minutes after to answer questions and to get to know the class members. Participants look to the instructor for advice; the instructor and participant should become friends working toward the same goals.


A good instructor gains satisfaction from helping others learn. Some people believe that a person who knows a great many things will be a good teacher. He or she may or may not be. If their chief interest is in showing how much they know, they will be a poor teacher.

To be a good teacher, a fitness instructor must use his or her knowledge as a means of encouraging others to learn. A good instructor must also be able to impart his knowledge to others.

Often, persons who have learned something well become impatient with others who have not learned it. A good teacher must have patience, because each new individual faces the same difficulties as those who came before. The fitness instructor must have a thorough knowledge of the areas he or she is teaching and the best ways of teaching them. Most instructors are good students, but the brightest students do not always make the best instructors. Many bright students care only to learn for themselves and find it difficult to understand the learning difficulties of others.

### WHAT TO PAY

An instructor's salary usually depends on the size of the class. When developing a new class, it is better to financially break even than to not initiate the class. The best publicity for future classes will come from former class members. Sometimes a program can take six months to a year before showing a profit. This is also a motivational incentive for the instructor to build the program.

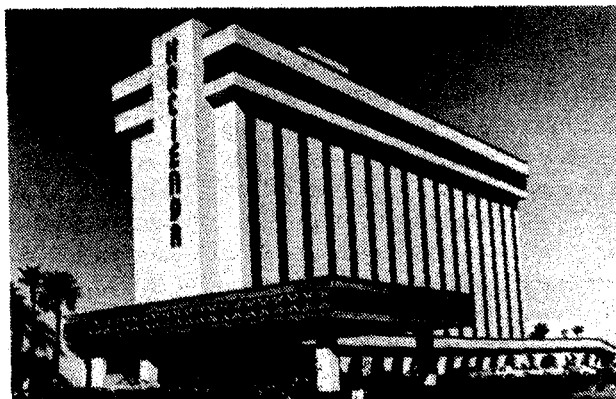
If a fitness instructor possesses expertise in his field, a winning personality and an interest in people, the program will be in great demand and prove financially successful. 

*Kim Taylor is an exercise physiologist at Texas Instruments, Inc. in Dallas.*

# The HACIENDA

## Welcomes

NESRA MEMBERS AND GUESTS



Take advantage of the special **NESRA** room rate of **\$30.00**, plus tax, single or double occupancy, daily. Valid 7 days a week, on availability, expires December 26, 1985.

Enjoy the friendly Hacienda hospitality featuring:

- ★ Fine Dining—Charcoal Room — 24-hour Coffee Shop & Daily Buffet
- ★ Spectacular Show — "Fire and Ice"
- ★ Bolero Lounge — nightly entertainment
- ★ Exciting Casino
- ★ Two Swimming Pools
- ★ Six Free Tennis Courts

**SPECIAL BONUS** if you stay with us midweek (Sunday—Thursday) in June, July or August. You receive a **Two for One discount coupon** for the cocktail show of **FIRE AND ICE**.

For individual reservations call toll free **800-634-6713**, and identify yourself as being a **NESRA** member.

Full service convention and meeting facilities available. For information, call the Sales Department toll free **800-634-6655**.

  
**NESRA**

**ASSOCIATE MEMBER**

Looking forward to seeing you at our exhibit booth during the **NESRA Trade Show** in Boston, Massachusetts.

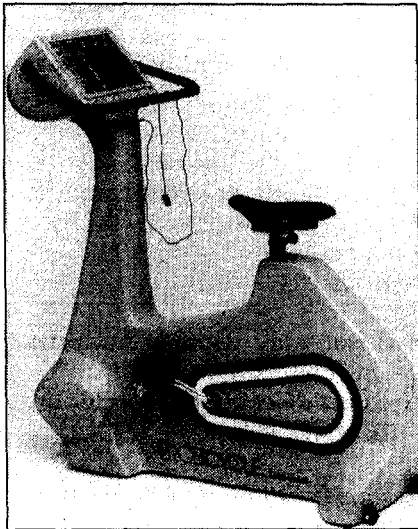
  
**HACIENDA**  
**RESORT HOTEL & CASINO**  
**LAS VEGAS, NEVADA**

## NEW PRODUCT AND SERVICE GUIDE

### State-of-the-Art Fitness With Universal's Aerobicycle™

The new Aerobicycle™ by Universal Gym Equipment is an advanced aerobic conditioning system which provides a variety of cycling experiences for fitness and testing.

This state-of-the-art computerized bike is user-friendly, and users can choose from five pre-programmed exercise modes: 1)—simulates cycling up a steadily climbing hill; 2)—simulates cycling up and down a series of rolling hills; 3)—constantly adjusts pedal resistance to maintain a target pulse rate; 4)—constantly adjusts pedal resistance to maintain a designated RPM rate; and 5)—provides a fitness test to determine the user's aerobic fitness level in percentile ranking according to national norms.



Universal's Aerobicycle™

Exercise time duration is set by the user. In some exercise modes, the user also has the option of choosing the amount of pedal resistance. Aerobicycle™ can monitor the user's pulse rate through the use of an ear clip and also the amount of caloric expenditure.

No electrical power is required. Aerobicycle™ is activated by "pedal power" and Aerobicycle™ features maintenance-free construction, a cushioned height-adjustable seat, two-position handle bars and convenient wheels for transporting.

For further details, write or call Toll Free 800-553-7901 for a descriptive brochure, or contact Universal Gym Equipment, P.O. Box 1270, Cedar Rapids, Iowa 52406, 319-365-7561.

### Worlds of Fun Premieres Haunted Theatre For 1985 Season

A \$2.1 million expansion package headlined by the Haunted Theatre, a one-of-a-kind entertainment concept, premieres at Worlds of Fun in Kansas City, Missouri in 1985. The only attraction of its type in the country, the Haunted Theatre will utilize state-of-the-art visual, audio and technological effects to create magical illusions in a specially-designed turn of the century theatre.

"The Haunted Theatre is a total sight and sound experience which blends the elements of magic, fright and humor into an entertainment package that every family member will enjoy," says David Busch, Worlds of Fun general manager.

The park-wide expansion also includes a nostalgic rock 'n' roll review, "Stax of Wax" (Rock 'n' Roll '64 and Before), featuring music from the 50's and 60's. Included in the park's food facility expansion is the FESTHAUS, a multiple-use facility which features international food and entertainment. Additionally, the park will introduce its first ever sit-down, full-service restaurant, the Inn of the Four Winds.

"We feel that the Haunted Theatre is right on target," Busch concluded. "By meeting the entertainment needs of our guests, and with the philosophy of our owners, Lamar Hunt and Jack Steadman, to continually reinvest the success of the park in new attractions, Worlds of Fun has become the Midwest's number one entertainment facility."

Worlds of Fun, located at I-435, exit 54, opens for weekends only April 5 and begins daily operation May 30. For more information, call the Worlds of Fun phone at (816) 454-4444.

### M.S. Plastics Designs Unique Valet System For Club, Health and Sports Facilities

A unique system of valet sacks plus dispenser has been designed by M.S. Plastics & Packaging Co., Inc. as an excellent promotional tool for club, sports and health facilities, as well as a courtesy item for players.



Promote fitness with M.S. Plastics' new valet system

The white opaque sacks are a generous 12" x 18" to accommodate clothing, sneakers and shoes. Tennis and racquetball players and health and fitness buffs appreciate the convenience and privacy of the opaque sack for their wet or soiled clothes, notes M. S. Plastics. The program also helps sports and health facilities save on costly towel losses, and it creates good will.

The M.S. Plastics valet program is extremely flexible. Sacks can be furnished plain, or clubs and recreation organizations can order them imprinted with their own advertising message, or logo. Also, the company will custom imprint from finished art work or sketches. Thirty-four standard ink colors are available.

One theme shows a tennis player ready to serve, a second advertises a "Tournament of Stars," and a third salutes fitness. "Racquetball is . . . off the wall" is the message of still another entry in the stock imprint program, which is cost-controlled to offer sacks featuring optimum art work and printing at minimal prices.

For more information, contact M.S. Plastics & Packaging Company, Inc., 400 Union Avenue, Haskell, NJ 07420, or phone (201) 831-1802.



The NESRA

# NETWORK

**Associated Industrial Recreation Council/**Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

**Atlanta Area Employee Service and Recreation Association/**Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/**Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/**Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/**Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

**Central Savannah River Area Employee Services and Recreation Association/**Augusta, Georgia. Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/**Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/**Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/**Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

**Dallas-Ft. Worth Metroplex Regional Council For Employee Services and Recreation/**Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Dayton Industrial Athletic Association/**Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-4267.

**Employee Services and Recreation Inland Empire/**Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

**Employee Service and Recreation Orange County/**Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/**Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/**St. Louis, Missouri. Meets monthly. Contact William F. Osterloh—(618) 258-2905.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/**Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/**Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/**New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

**Iowa Recreation and Employee Services Association/**Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/**Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/**Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/**Houston, Texas. Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Michigan Employee Services and Recreation Association/**Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/**St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/**Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/**Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/**Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/**Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/**San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robins—(512) 684-5111.

**San Diego Industrial Recreation Council/**San Diego, California. Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

**Seattle Employee Services and Recreation Association/**Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/**Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/**Santa Clara, California. Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/**Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

## CONFERENCES & EXHIBITS

The 1985 NESRA Conference and Exhibit will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**September 11-14, 1985.** NESRA Region III Conference and Exhibit. Park Place Hotel, Traverse City, MI.

**September 19-22, 1985.** NESRA Region VII Conference and Exhibit. Hyatt Regency Monterey, Monterey, CA.

**October 10-13, 1985.** NESRA Region VI Conference and Exhibit. Hyatt Regency West, Houston, TX.

**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Thunderbird Motel and Convention Center, Minneapolis, MN.

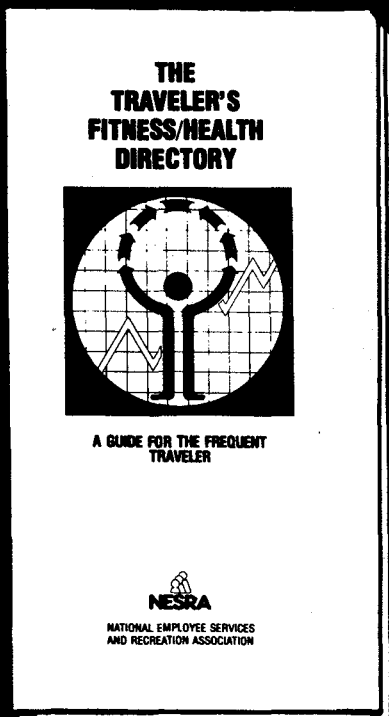
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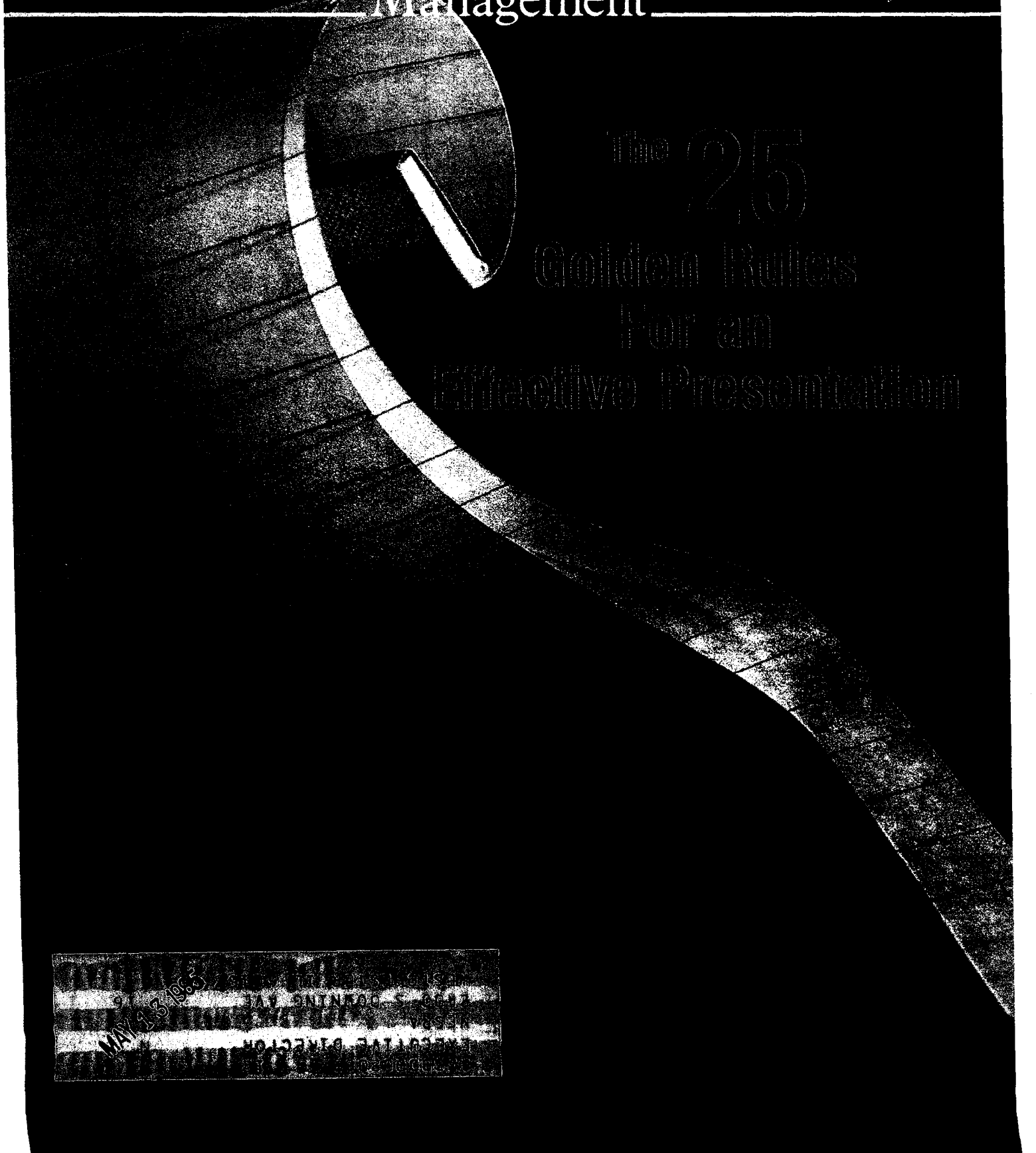
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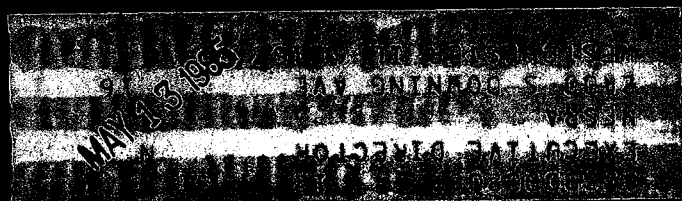
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# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 4

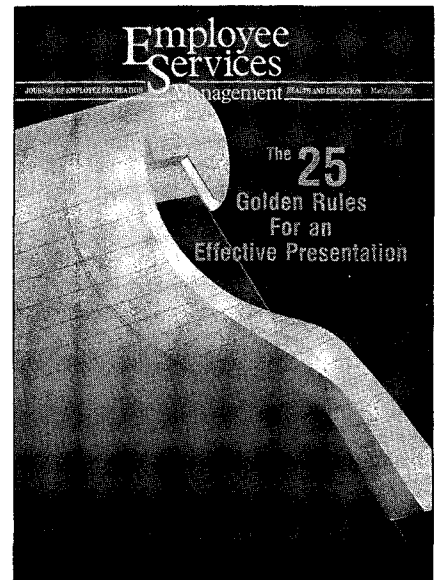
## In this issue . . .

Getting your message across.

It's the first step to effective communication—and a must for a successful employee services program.

To help employee services managers get their message across to top management, this month's cover story explores "The 25 Golden Rules For an Effective Presentation." Whether trying to obtain funding for a fitness facility or reporting on a new employee program to your boss, these guidelines will put you on the right path to a first-rate presentation guaranteed to have winning results.

To improve the communication channels between employees and management, and to let employees know that their message matters, employee services professionals should consider "Handling Employee Complaints." And those employee services managers who wear the editor's hat should take a look at "Your Company Newsletter—How to Make It 'Write'."



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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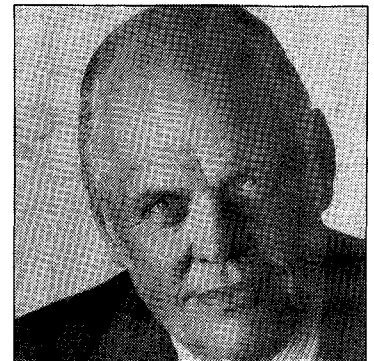
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## NEWS IN BRIEF

### Companies Lean Toward "Flexible" Employment

The high cost and legal implications of employment policies and benefits is spurring flexible employment, notes James W. Walker of Cresap, McCormick and Paget. Walker identifies flexible employment as the use of part-time and temporary workers.

"Even with economic recovery, interest in this approach remains strong . . .," Walker says. The most common reasons cited for "going flexible" are the need to control staff costs and the need to meet changing requirements such as fluctuating work demands.

### Senate Study Reports Benefits Important In Costs Of Employing Elderly

In the fall of 1984, the U.S. Senate Special Committee on Aging released a study, *The Costs of Employing Older Workers*. Sen. John Heinz (Pa.), chairman of the committee, said the aging

of the American work force will be a prominent issue during the next decade. The "baby bust" may present a shortage of new entrants in the labor force, so the demand for older workers may increase.

The study examines employment related costs of an older work force—direct compensation, employee benefits, turnover, training, performance, and productivity—and reports two major conclusions from a public policy viewpoint;

(1) It is important to encourage the maintenance of skills and lifetime education to prevent older worker obsolescence. Up-to-date skills are more important than any age-related capabilities in human resource costs or older worker productivity.

(2) Legislative and regulatory requirements affecting employment costs for older workers should not place undue cost or administrative problems on employers. Such requirements can discourage the employment of older workers.

Among the findings of the study:

- Older workers overall do not make more than younger workers. After about age 50, real earnings decline with age. Patterns vary by individual employer.
- Employee benefits are the cost element for which there is specific quantitative evidence of age-based cost variation.
- Analysis of the compensation dollar indicates that 9.9% of the total dollar is paid for pension and welfare benefits for which the costs are age related.
- The greatest differences are found where there is a generous medical plan with employee contributions and a generous defined benefit pension plan. The medical plan is the most important factor for lower paid workers; the defined benefit pension plan is the most important factor for higher paid workers.
- Improvements in mortality rates when combined with changes in birth rates over time will make it important for individuals to work longer.

## NESRA Education and Research Foundation

The NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional with the kind of bottom-line data that their bosses understand.



The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

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## NEWS IN BRIEF

### Emergency Training Saving Workers' Lives

Emergency training for workers is spreading and saving lives at some firms, reports *The Wall Street Journal*.

Control Data Corp. says workers trained in cardiopulmonary resuscitation have saved lives in more than a dozen emergencies. About one employee in 15 is trained by the company at a cost of \$11 each.

Westinghouse/Electric Corp. says about 40 people at its headquarters are trained in CPR; three times last year somebody responded to an ill worker. New York Infirmary-Beekman Downtown Hospital says CPR aid kept some workers alive as they traveled to the emergency room.

Mellon Bank offers CPR training twice a year and promotes training among its security guards. Out of 137 guards, 101 are trained. But Citicorp says only about 8% of emergencies needing CPR occur at work; rather than

do its own training, it signs people up with the Red Cross.

### U.S. Economy to Expand

Anticipated action on federal budget deficits will help keep the economy expanding through 1985 and, at a slower rate, through 1986, University of Michigan economists predict.

Failure to achieve something like a \$30 billion reduction in the federal expenditure package, they warn, could result in rising interest rates and a sharp economic slowdown, if not a recession, next year.

Saul H. Hymans and Joan P. Crary presented this analysis recently in their periodic update of the national forecast made last November at the University's annual Conference on the Economic Outlook.

The U-M economists now say that the current quarter will register a 4.8 percent rate of growth of real GNP (gross national product), to be followed by two quarters of about 5 percent growth,

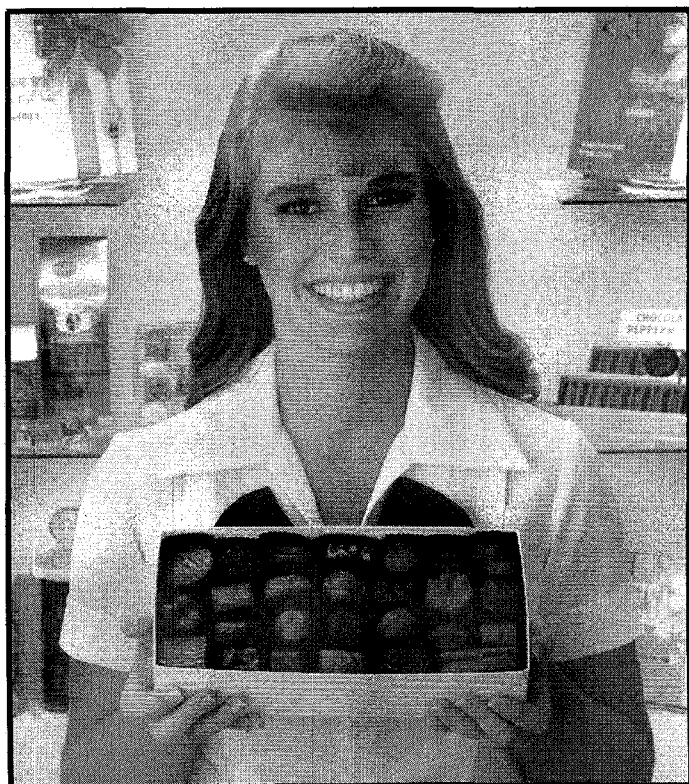
and a final quarter growth rate of 3.4 percent.

The growth of total real consumption is forecast to be strong throughout 1985, but the growth of durable goods purchases is expected to be much stronger in the first half of the year.

The optimistic outlook for 1985-86, they explain, "hinges on the explicit assumption that some modest action will be taken this year to reduce the federal budget deficit for fiscal 1986 and the implicit assumption that the efforts to reduce the budget deficit will be an ongoing process in the Congress during 1986."

### VDT Legislation On The Rise

Concern for the health of employees working on video display terminals (VDTs) has prompted states to pass legislation. And more comprehensive legislation will be introduced this year, according to 9 to 5, the National Association of Working Women.



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## NEWS IN BRIEF

VDT legislation was passed in several states last year, calling for the states to do further studies on the health hazards and the remedies, says Diana Roose, 9 to 5's research director. The state governments of Massachusetts and Wisconsin have issued VDT purchasing guidelines, covering state employees.

"These guidelines are models for the private sector," Roose adds. "They will show business that concern for employee health is good business, because it improves productivity, efficiency, and motivation."

### Heart Disease Will Cost Billions, Kill 4,100 Americans in 1985

Each day in 1985 an average of 4,100 Americans will have heart attacks, according to the American Heart Association.

The AHA estimates that as many as 1.5 million Americans may have a heart attack this year, and about 550,000 will

die. According to the AHA's 1985 edition of "Heart Facts," 350,000 heart attack victims will die before they reach the hospital.

There is good news. The increase in coronary artery bypass surgeries done each year slowed in 1982, according to "Heart Facts" statistics. The increase was less than 7% each year, compared with a 16% increase in 1981 and a 20% increase in 1980. A bypass operation costs between \$15,000 and \$20,000, depending on the area in the country.

Despite decreases in deaths in 1982, cardiovascular disease was still responsible for almost half of all deaths in the nation.

The latest edition of AHA's publication places more emphasis on major risk factors that can be changed: cigarette smoking, high blood pressure, blood cholesterol levels, and diabetes. The AHA urges people to stop smoking; to control blood pressure through diet, exercise, reducing salt consumption, and using medication when nec-

essary; to reduce blood cholesterol levels by cutting down on cholesterol and saturated (animal) fats; and to control diabetes.

### Employee Sabbaticals On The Increase

Business sabbaticals are catching on, according to a report in *Esquire*. A government survey finds that 14 percent of white-collar workers are employed by companies offering sabbatical programs, which allow employees to leave jobs for extended periods for rest, relaxation or personal pursuits.

Sabbaticals can inspire career decisions as well as reduce employee burn-out, the report notes.

### Productivity: Turning Around

Productivity growth in the United States, which has been lagging over the past decade, is ready "for a significant long-term turnaround," according to a report from The Conference Board.

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## NEWS IN BRIEF

The broadest measure of productivity in the private business sector rose by 2.9 percent in 1983, one of the steepest jumps since World War II. In comparison, productivity growth advanced at an average annual rate of less than 0.1 percent between 1973 and 1982, the lowest 10-year figure in nearly a century.

"The United States, which has developed a new awareness of productivity, appears to be in a position to turn the productivity corner," observes Conference Board economist Steven R. Malin. "These improvements would provide substantial long-term benefits to both the overall economy and U.S. business. They would significantly in-

crease U.S. competitiveness in international markets and generate higher corporate profits, less inflation, and lower rates of unemployment."

### Companies Deal With Drugs In The Workplace

**Drug bust:** More companies are cracking down on drug use on the job, reports *The Wall Street Journal*.

More than 300 Virginia Electric & Power Co. supervisors are trained to detect drug abuse among employees as part of a program to give counseling to those who need help. "But if we catch a guy smoking marijuana while he's operating a nuclear control panel," he's fired, the utility warns.

"Sniffer dogs" hunt drugs at Pennzoil Exploration & Production Co. offshore oil rigs. Even possession of a "roach clip," a marijuana-joint holder, is ground for dismissal.

Pennzoil says just 2% or so of its workers have drug problems, but rising drug use is an industrywide dilemma. Like many companies, Newark's Public Service Electric & Gas Co. has an employee assistance program. But if a worker goes back to drugs and uses the utility's two full-time outside consultants a second time, he may be fired.

The success rate for rehabilitating alcoholics is over 70% but for drug users is under 50%, says consultant Peter Bensinger.

*The Wall Street Journal* also reports that work quality suffers as on-the-job cocaine use soars.

Three-fourths of callers to a national drug treatment service use drugs at work; 83% favor cocaine. Of the 227 callers surveyed by the 800-Cocaine Helpline, based at Fair Oaks Hospital in Summit, N.J., 25% use drugs at work every day. A majority said their work performance slipped; 75% blame drugs for absenteeism and 18% for on-the-job accidents.

A separate Helpline survey shows that corporate executives and other well-paid professionals use twice as much cocaine as those who make less. Seventy callers with \$50,000-plus incomes used an average of 15 grams of cocaine weekly. Most had health problems; 14%

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## NEWS IN BRIEF

said their work was affected. Other effects included cocaine-related seizures and car accidents.

Regent Hospital in New York, for example, sponsors a "Drugs in the Workplace" conference to help business cope.

### Tax Changes Will Affect Employee Benefits

Whether or not employee benefits are taxed, benefits such as group health and life insurance and some company-sponsored savings programs are likely to be affected by the possibility alone of tax changes, Towers, Perrin, Forster & Crosby advises.

Describing "defensive design" as the best strategy for employee benefit planning with or without action by Congress, the firm recommends that companies take a number of actions.

These actions include exploring ways of modifying their defined benefit pension plans to recapture any surplus assets in the plans. Some of these plans may be replaced by defined contribution plans which guarantee on retirement a fixed benefit amount, typically based on the employee's salary and years of service.

### How Employers Reimburse Travel Expenses

Meals, taxi fares, and tips, yes; use of health-club facilities, no.

That's how the results stack up in a recent survey of middle and upper-level managers to determine how their organizations handle travel expenses.


The survey, conducted by the Administrative Management Society, Willow Grove, Pennsylvania, found that virtually all employers reimburse executives for meals, taxi fares, and tips; 70 percent pay for telephone calls home; and 60 percent allow executives the use of a credit card. Half pay for drinks and laundry, but only 3 percent reimburse executives for use of health-club facilities.

Eighty-five percent require receipts for reimbursable expenses, but 56 percent waive the requirement for expenses under \$25.

### Employees On The Move

Most employees have worked for their present company less than six years, figures from the U.S. Bureau of Labor Statistics show. This consists of 60 percent of a workforce of 97 million. The figures also show that 10 percent have been with their current employer more than 20 years.

### Female Managers Lonely At The Top

Female executives feel more isolated than their male counterparts, due to few peers in the hierarchy and continuing nonacceptance by males, says Nancy Geffner of Right Associates. 

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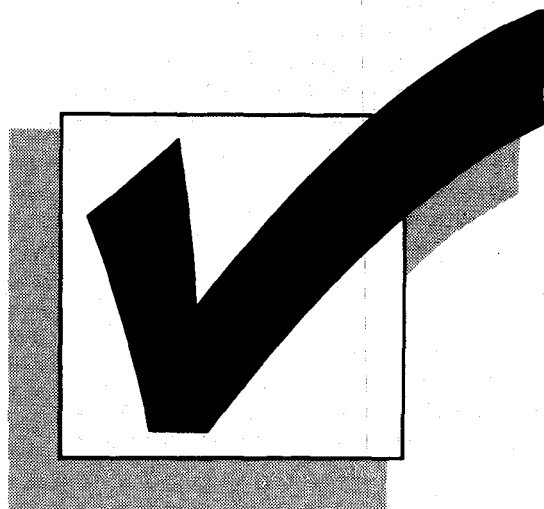
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# “We value our employees.”

*An interview with  
Ken Olsen, president,  
Digital Equipment Corporation  
NESRA 1985  
Employer of the Year*

**I**t's his way of doing business. In fact, to him—Kenneth H. Olsen, founder and president of Digital Equipment Corporation—there is no *other* way.

At Digital, employee services and recreation programs are an integral part of the corporate structure and have been since day one. Doing more for the employee is a way of doing business for Olsen, each and every day.

“We value our employees,” he emphasizes.

And it shows. A family atmosphere prevails at Digital. Each employee—there are 89,000 world-wide—is referred to on a first-name basis, including “Ken” Olsen. “There is no ‘Mr.’ anybody at Digital,” he says.

Moreover, Olsen is not a man of idle words. His support of employee activities is evidenced by Digital's wide range of programs, including recreational clubs, tournaments, an employee assistance program, travel outings, discount services and educational seminars. And top management backs these programs through their participation. You are just as likely to find Olsen in his sweatshirt and gym shoes playing

softball with employees as to find him in a shirt and tie in the office.

Because of this marked dedication to developing one of the nation's most outstanding employee programs, the National Employee Services and Recreation Association recently named Olsen the 1985 Employer of the Year.

Typically, Olsen credits his employees, who he says are the backbone of Digital's outstanding employee services and recreation program.

To explore the man behind this company and its successful employee program, and to gain insight into his way of doing more for the employee, *Employee Services Management* recently interviewed Ken Olsen.

**ESM: As president of Digital Equipment Corporation, your management philosophy has a significant impact on the organization. How does your management style and relationship with employees combine to create the positive and humanistic Digital work environment NESRA has recognized?**

OLSEN: We have always considered ourselves to be a value-based com-

pany. As such, we value our employees. We feel that the ability to talk and deal with them directly increases our company's chances of having a human resource space that feels that it has some vested ownership in the company. This not only works up and down the organization, but also in peer relationships.

This ties *directly* in to employee services and recreation. The types of activities offered promote team play, good environmental feelings about the company and good mental and physical health.

**ESM: What is your leisure philosophy?**

OLSEN: An employee cannot be unhappy off the job and happy on the job, and vice versa. Leisure time activities provide a happy quality life.

**ESM: What role does employee services and recreation have in a high-tech environment?**

OLSEN: It appears that the trend worldwide is for companies to do more for their employees. High-tech is no exception.

# Ken Olsen

**“Employee services and recreation programs increase productivity . . . reduce stress, give employees better physical and mental health . . . and provide a balance in people’s lives.”**

We, as well as other high-tech companies, seem to be promoting employee services and recreation in the communities where we co-exist.

**ESM: When and how did DEC begin offering physical, social, cultural, educational and civic programs for its employees?**

OLSEN: Almost from day one.

**ESM: DEC employees work at varying locations and the company owns few recreational facilities. How did you overcome these obstacles and create such an excellent, well-rounded employee services and recreation program?**

OLSEN: I didn’t. Employees at Digital have always been encouraged to be creative and to have some say in what goes on.

What started off as a volunteer effort on the part of many employees worldwide became a part of the corporate structure. It became evident to us that it made good business sense to have qualified people running the programs, people who are capable of using our

resources such as the legal department, purchasing, safety, risk management, communications and graphic arts.

Each facility has its own program and gears it to the wants, the needs and the cultural requirements of the employees within that facility.

**ESM: It’s been said that a family atmosphere prevails at Digital despite the fact that it is not a family-run company. How do employee programs contribute to this “personal touch?”**

OLSEN: There is no “Mr.” anybody at Digital. Everyone is on a first-name basis. When programs are offered, all levels of management participate.

**ESM: What role have you played in the development of your company’s employee programs?**

OLSEN: Senior management over all has played a role in the development of the programs; again, by participating in them themselves.

**ESM: What new programs would you like to see added or expanded?**

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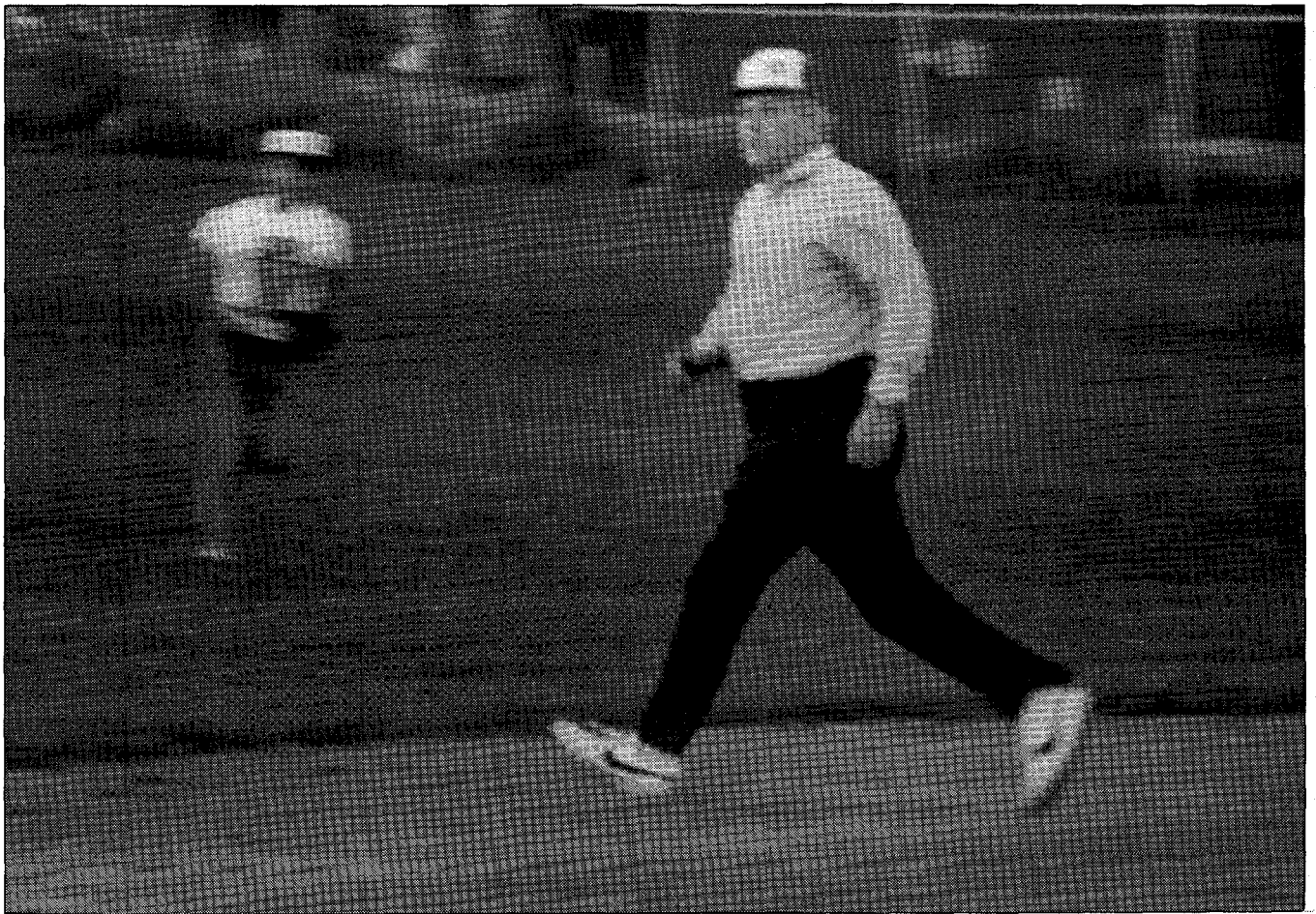
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*Ken Olsen practices what he preaches: Above, he plays softball with employees. All levels of management participate in employee activities at Digital.*

**OLSEN:** While the programs probably will expand on their own anyway, a few come to mind that will need to be added to or expanded with some senior management support.

There is no question that we will see our current employee assistance program expand. The stress of today's society will make this necessary. We plan, too, to develop a nation-wide wellness program.

Third, but certainly not least important, we will have to take a much more concerted look at pre-retirement planning. Digital is only twenty-seven years old, and has not had that many retirees to date. As we grow older, the need for this pre-retirement planning will become greater.

**ESM:** How would you describe the work environment at DEC?

**OLSEN:** In two words: Informal and casual.

**ESM:** What impact do your employee programs have on workers and the organization itself?

**OLSEN:** Without question, management participation in our leisure time programs has resulted in an improved environment between coworkers and management.

**ESM:** Why do you believe employee services and recreation is good business?

**OLSEN:** Employee services and recreation programs, when done well, increase productivity through better team work, reduce stress, give employees better physical and mental health which will result in the decrease of absenteeism, and provide a balance in people's lives.

**ESM:** Is top management support crucial to the success of employee programs? Do you encourage management to participate in these programs?

**OLSEN:** As previously stated, top management does participate in these programs. The employee services and recreation programs at Digital are so

thoroughly integrated into the organizational structure of the company that it is a way of our doing business now.

**ESM:** What do you believe the future holds for employee services and recreation? How does employee services fit in with the changing corporate climate?

**OLSEN:** The future looks extremely bright for employee services and recreation. As society becomes more automated and more technical, it will grow into a generation of people who will have and require more leisure time. People will grow closer to their work.

Another point to be made at this time is that of the pressure from off-shore companies. They are still way ahead of us. For instance, in our plants in Europe, we have to build facilities for our employees; we would be the exception to the rule if we didn't.

Employee services and recreation programs have always been and will continue to be a way of doing business at Digital.



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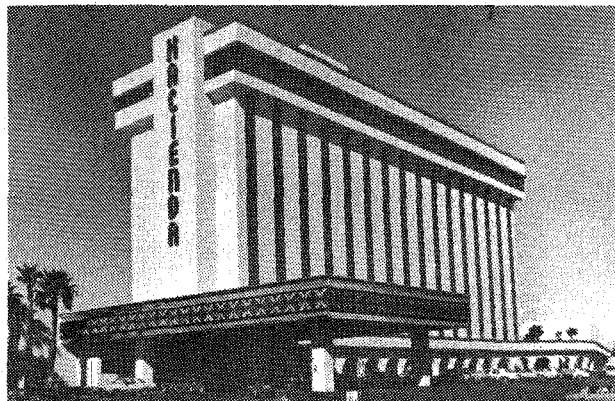
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# The 25 Golden Rules For an Effective Presentation

by Ronald E. LeBleu, Ph.D.

**A** long, long time ago in a company not so far away, I was asked by top management to help coach individuals who were to make presentations by key management committees. Such presentations had had a checkered history over the years, with both sad and colorful outcomes. Sometimes things had gone smoothly but often key proposals had been stymied because of poor presentations and, yes, some even dreadful proposals had been accepted because of brilliant presentations. Careers could soar or be damned as a result of events occurring at these presentation sessions.



# Golden Rules

***“Careers could soar or be damned as a result of events occurring at these presentation sessions.”***

As a result of this state of affairs, the organization over time had developed a set of “Golden Rules” for committee presentations. The task facing those of us asked to help was to acquaint prospective presenters with these “Rules” and to work with the individuals to improve the odds of effective messages being conveyed in the committee setting.

The “Rules” were easy to understand and highly appropriate. They accurately conveyed both general and culture-specific guidance to the would-be presenter. The culture-specific emphasis was particularly important since many presenters were new to the company and an individual’s first management presentation often was a critical event in one’s adaptation—or lack thereof—to the company culture.

The purpose of this article is to highlight some of the original “Golden Rules” (plus a few new ones I have added) as they apply *before, during* and *after* a presentation. The “Rules” fall into three categories:

1. The **staging** rules applicable *prior* to an actual presentation.
2. The **presentation** rules applicable *during* the presentation.
3. The **follow-up** rules necessary to ensure that actions expected *after* a presentation do indeed occur.

All these “Rules” will be viewed with regard to their adherence by the presenter, total management audience, and the individual within the management audience who is often the “sponsor” (perhaps boss) of the speaker. The “sponsor” has a critically important role since he or she is frequently juggling two roles at a presentation: a) one of the decision-makers in the audience; and b) coach/boss/advisor of the speaker.

In other words, the “sponsor” will inescapably share the glory of a good presentation and share the blame for a poor one.

Let’s begin with the “Golden Rules” for staging, first those required by the presenter.

## STAGING RULES FOR THE PRESENTER

### “Golden Rule” #1:

When scheduled to make a presentation to a management committee, find out as specifically and concretely as possible what is expected of you.

### “Golden Rule” #2:

Find out how much time is available for the topic, and how much of the available time should be for the presentation itself and how much for discussion.

Aggressively *seek clarity* on these points. If you are a new employee, this applies not only to the presentation at hand but about *all* presentations in this particular company. What are the expectations?

### “Golden Rule” #3:

Make an outline of your presentation listing the *major points* you want to make (there should be only one to three such points). If your presentation is a proposal, state in one sentence the main point(s).

You must analyze the message to be conveyed in terms of the “big ticket” items.

### “Golden Rule” #4:

You should “lobby” ahead of time on any decision; i.e., no management audience likes to be surprised by a presentation or a topic that is coming at them “off the wall.” Lobbying should be done for information gathering, clarification, or benefit selling of a difficult proposal.

Here again a quest for clarity comes into play. But also three other actions are required: *eliciting support* (lobbying) from and *educating* your audience in advance of the presentation. Thirdly, at this point it is wise to construct an overall picture of impressions from this process and to refine the outline of the proposed presentation.

#### **"Golden Rule" #5:**

When designing your presentation, start with the major points, or the primary request you are making of the committee, and plan to do it with the aid of one single transparency.

The rest of your presentation should be pertinent information, substantiating the major points. (You can lose your audience very quickly when you use the "build-up" technique of giving background, present situation, alternatives and recommendations, in that order).

#### **"Golden Rule" #6:**

Transparencies and slides should be easily legible in terms of print quality and size, and not overly crowded with information. Fuzzy and busy visual aids are not visual and do not aid.

President Reagan's charts in his television talks are generally clear and legible. You may not agree with what they convey, but you certainly know what the President intends.

Visualize in your mind the essential points of your talk and be *patient*. It is often frustrating to edit and not to be able to tell the whole story.

This is an opportune time to review the proposed talk with the sponsor, to draft a list of expected questions, to assemble supplemental materials for distribution before or at the meeting, and to *practice, practice, practice*.

#### **"Golden Rule" #7:**

Pre-meeting material for the audience should be distributed well in ad-

vance of the meeting. If you prepare 10 slides, the presentation might only use three or four with the others available as additional information *only if needed*. The listeners will determine if more information is needed, not you.

Educating is again key here. The reader must not be overwhelmed, but it is a good opportunity to spread the written word to reinforce earlier face-to-face conversation.

### **STAGING RULES FOR THE SPONSOR AND AUDIENCE**

Now let's turn to the "Rules" and staging actions that apply to management audiences and in particular to the sponsor of the presenter.

The next four "Rules" apply specifically to the sponsor.

#### **"Golden Rule" #8:**

Find out from the management committee what (specifically) is wanted in a requested presentation. If the request didn't come at a committee meeting, then check with the chairman as to what's wanted.

#### **"Golden Rule" #9:**

Find out from the chairman how much time is available for the topic and how much of the available time should be for the presentation itself and how much for discussion.

#### **"Golden Rule" #10:**

Communicate the results of items 1 and 2 above to the person preparing the presentation.

#### **"Golden Rule" #11:**

Go over the presentation with the presenter prior to the committee meeting so that you are fully familiar with

***"When designing your presentation, start with the major points, or the primary request you are making of the committee, and plan to do it with the aid of one single transparency."***

# Golden Rules

***“You should ‘lobby’ ahead of time on any decision . . . no management audience likes to be surprised by a presentation or topic that is coming at them ‘off the wall.’ ”***

it and know that it conforms to the “Golden Rules”.

The actions represented in these four “Rules”, if done well, are of critical value to the presenter and signal a positive commitment to a successful presentation.

I vividly remember the look of horror on my boss’s face during a presentation when it became clear that my message and his expectation of that message were not in agreement. We had not spent sufficient time together going over my proposal.

## **“Golden Rule” #12:**

Share your insights and expectations with the would-be presenter when you are approached by him or her about a prospective presentation.

## **“Golden Rule” #13:**

Do your homework before attending the presentation. Read any background material and note your reactions and concerns.

Enough said.

## **PRESENTATION RULES FOR THE PRESENTER**

At last we arrive at the presentation itself. Let’s look at the “Rules” that apply here, first for presenters.

## **“Golden Rule” #14:**

When making your presentation, start with the major points, or the primary request you are making of the committee, and do it with the aid of one single transparency.

The rest of the your presentation should be pertinent information substantiating the major points. (You can

lose your audience very quickly when you use the “build-up” technique of giving background, present situation, alternatives, and recommendations, in that order).

Note the similarity to one of the earlier “Rules”. What this means is: **give the presentation as you designed it!**

Let’s also assume that your appearance is consistent with cultural norms (if they wear togas, you wear togas) and that you have been punctual. Furthermore, you are enunciating clearly and are demonstrating energy and confidence (even the confidence to say “I don’t know” if that is necessary).

## **“Golden Rule” #15:**

Have a sense of humor. Long meetings are tolerable only if everything on the agenda, however serious, also includes a sense of perspective which is best maintained with a little humor.

Stay loose, and be able to stand back from the situation. Use of humor in a presentation can, of course, be a cultural “no-no.” But even if it is, at least maintain an internal sense of humor.

## **“Golden Rule” #16:**

Ask for feedback on your presentation.

- “Have I been clear?”
- “Do you need more information?”
- “Is it clear what I am asking for?”

Not just after the talk but throughout the presentation, pause and listen to check your contact with the audience.

## **“Golden Rule” #17:**

You should accept the possibility of being sent “back to the drawing board” to make changes, etc. after making your presentation. This is not unusual and shouldn’t cause you undue feelings of frustration.

## **PRESENTATION RULES FOR THE SPONSOR AND AUDIENCE**

### **"Golden Rule" #18:**

**Listen.** If questions are permitted during the talk and you have them, ask them. If questions are to be reserved until after the talk, jot down what you want to ask as the presentation unfolds.

Questions and comments should be to the point. Sermonizing and ax-grinding are temptations at this time. Don't succumb to the temptations—unless you enjoy those knowing smiles that can come to the faces of your peers and relish interrupting the flow of the presenter's message and the thoughts of other listeners.

### **"Golden Rule" #19 (particularly for sponsors):**

Help in elaborating any points of the presentation in a supportive way.

And sometimes the most supportive way may be to say nothing at all, if the speaker has sufficiently made the point.

### **"Golden Rule" #20 (particularly for sponsors):**

Summarize with the presenter what additional information may be required; what has been agreed to; and, what is to happen next.

This step is particularly important so that all parties leave the meeting with similar expectations.

## **FOLLOW-UP: RULES FOR THE PRESENTER**

### **"Golden Rule" #21:**

Review meeting results with the sponsors and ensure that meeting results are circulated to appropriate members of the organization whether they attended the presentation or not.

Here you are also entitled to breathe a sigh of relief that the presentation is over.

### **"Golden Rule" #22:**

Refine your action plan if meeting results dictate. This can also mean "re-lobbying" and further consolidating support for your plan.

## **FOLLOW-UP: RULES FOR BOTH SPONSOR AND AUDIENCE**

### **"Golden Rule" #23:**

Review thoroughly the minutes of the presentation and compare them to your notes. If there are disparities, check-in with the presenter or the sponsor.

### **"Golden Rule" #24:**


Stick to your own commitments made at the presentation and press for promised target dates and results.

As a member of senior management, you can do no less.

### **"Golden Rule" #25 (particularly for sponsors):**

Constructively critique the presentation with the presenter and co-strategize as to what needs doing when.

**T**here you have it. Twenty-five "Golden Rules" for effective presentations to management committees. Not necessarily an exhaustive list but, I believe, a useful set of guidelines.

Keep the "Golden Rules" in mind as you prepare for your next presentation. Use them as they are for a checklist or modify them as they fit your situation. You'll be pleased with the results! 

---

*Ronald E. LeBleu, Ph.D., is a managing partner of Software People Concepts, Inc., a firm specializing in general management and human resource consulting. He will be speaking at NESRA's 44th Annual Conference in Boston.*

*"I vividly remember the look of horror on my boss's face during a presentation when it became clear that my message and his . . . were not in agreement. We had not spent sufficient time together going over my proposal."*

# Your Company Newsletter— How to Make *Write*

By Pat Yendell, CESRA

**W**hy have a company newsletter? Because there is no better way to get a message across to employees. Other than their paycheck, the company newsletter is probably read by more employees than any other single piece of company material.

A company publication is a useful, visible tool that keeps the communication channels open between management and employees. This is obviously important in a large, decentralized operation, but also helps smaller companies share information among diverse groups and individuals. Specific purposes may vary depending on the

size or type of company, but several are most common:

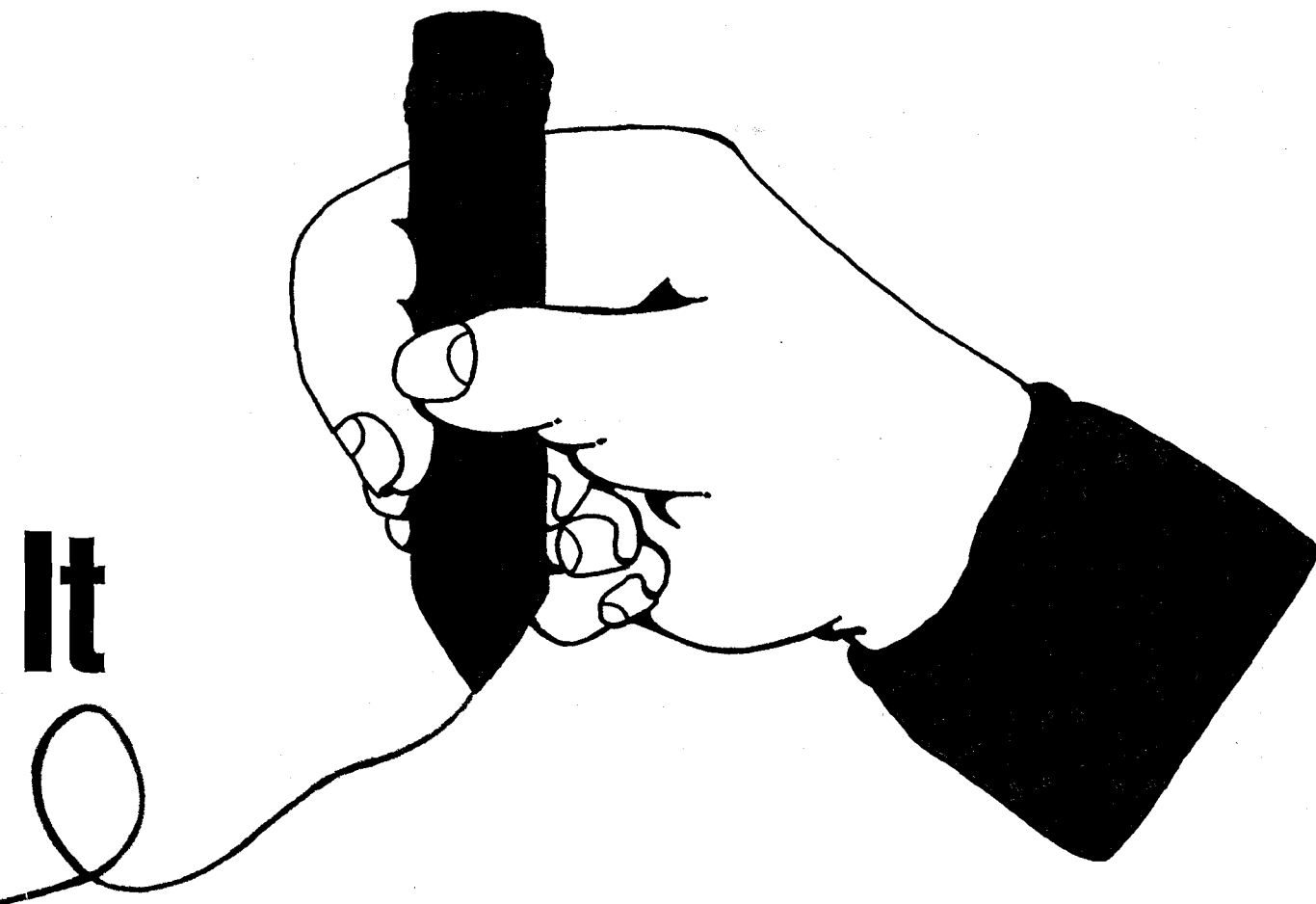
- To inform by telling employees about company policies, business trends, activities, achievements and future prospects.
- To build employees' pride and interest in their work.
- To promote identity with the employer and company loyalty.
- To increase efficiency by promoting employee safety, health and fitness; by reducing waste, absenteeism and tardiness; and by promoting ideas for improvement.
- To boost morale by featuring employees, not just on the job, but at home, too; by giving employees personal recognition, an element as important as salary to most people.

The bottom-line reveals that a newsletter contributes positively to the workplace environment by keeping employees happy, satisfied, doing better work and speaking well of the company.

## WHAT'S INVOLVED?

Some organizations have dismissed the idea of a company publication, even though they recognize its benefits, because they think it would take too much time and money. But the fact is, usually the exact opposite is true.

By combining separate announcements, bulletins, notices and flyers into a single, regularly scheduled multi-page publication, actual printing and distribution costs can be reduced. Further,



**It**

## **All you need to know to produce a top-notch employee newsletter . . .**

a single publication is more likely to be read and retained.

It's of primary importance to establish, in writing, the editorial objectives for your publication and have management approval for the functions the publication is expected to accomplish.

Finding the ways to meet your objectives, once they're set, is the editor's responsibility, of course. But without a map, there's no road to follow. It's all in knowing how to do it.

### **WHAT TO COVER?**

Everyone in your company should be able to read about the arrival of new employees, service anniversaries and special events. And of course, you also

want your publication to report on the company's new personnel policies and programs of which it is so proud. Or to remind employees of the athletic and social events organized around the company, charity drives and community services employees perform, and scholarships or contests offered by the company to employees or their families.

Naturally, you will want to create a section publicizing your employee services and recreation activities, as well as tournament winners and the like.

Beyond all that, you can provide general information that is helpful to the employee, whether or not it bears directly upon a company program or service. You can report on local community programs for which employees

are eligible. You can provide reminders on holidays and even an occasional entertaining tip or favorite recipe. Tips on how employees can improve their work habits, information on good supervisory techniques and news on health care and illness prevention are always valuable.

Much of this potentially beneficial information, designed to help set the tone and create the climate you want in the workplace, is available in ready-to-use format from numerous professional, inexpensive outside resources. Your best source, however, remains near-at-hand—your fellow employees, management and rank-and-file coworkers.

The best approach with any story to be covered is direct and honest. Be



# Write

concise and consistent, whether reporting a difficult situation or a very exciting scoop. Interview the individuals who made the decisions and quote them. Make sure you tell why a decision was made and how it affects your readers. Present a positive reflection of management and the future. The confidence, morale and loyalty of company employees may be at stake, so take the time out for thoughtful research.

## GETTING STARTED

The first step in launching your company's publication is to appoint the editor. The person who handles public relations, employee relations or communications is a logical choice. If he or she is too busy, someone with writing experience—a one-time reporter on the school paper, an English major or someone with proven grammatical skills would do well.

The editor should be the one who receives all material that employees should or will want to read. His or her name on the masthead will communicate this to other staffers, who may be appointed or volunteer to support the editor in other areas of the company.

It would be wise to have an executive assume supervisory responsibility for the publication, to scan each issue for the suitability of material or perhaps to suggest an area for additional coverage.

## NAMING YOUR PUBLICATION

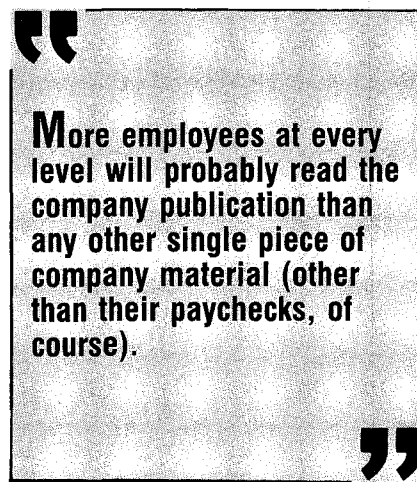
A title should—above all—remind your readers who you are and what you are all about. Remember, your employees probably have plenty to read, so you need an entertaining or catchy name for the company publication that sets the tone and involves the reader right away.

A short, clever, catchy title is great—if it works. Just keep in mind that there are more important considerations than being clever. Long explanatory titles are probably unnecessary, since your

publication won't be competing in the marketplace. A good way to lighten the creative burden and build up involvement in the new publication is to sponsor an employee contest to come up with the name.

## HOW ABOUT THE COST?

Asking what it costs to publish a newsletter is like pricing a new car. It all depends on what you want and what your budget will allow. A Rolls Royce will cost more than a Ford, but they both will provide dependable transportation.



Among the factors that will contribute to the cost are:

- Frequency.
- Size; numbers of pages and copies.
- Reproduction method; photocopy vs. printing.
- Type of paper.
- Number of colors.
- Number of photos; black & white vs. full color.
- Typeset vs. typewritten.
- Artwork.
- Distribution methods: in-house vs. home mailing.

It is best to have some preconceived notions about what your "ideal" publication would look like before beginning to get bids from outside printers. Samples of other publications similar to what you want yours to resemble are helpful in obtaining more accurate pricing.

## HOW OFTEN?

Experience shows that every one to two months is the ideal publication schedule, but you shouldn't lock yourself into that without considering the alternatives. The volume of material and your need for fast or frequent communication are the primary factors determining the frequency of publication. Available staff and financial resources are factors, too.

While there are no set rules for scheduling, there are some strong arguments against a random approach—coming out irregularly—and against an unduly long interval between issues.

An effective publication should build leadership. Your employees will forget you have a newsletter if they seldom receive one; they'll get out of the habit of reading it and will have to be educated all over again. The occasional publication is harder to edit and easier to put off doing. A regular schedule is easier for the staff, the printer—and you—to follow.

So whether it's monthly, bi-monthly, quarterly or set to the needs of your organization, prepare the schedule for the entire year and be firm in your resolve to stay on track. Inefficiency is highly visible.

## HOW MANY PAGES?

Here again, volume of material, staff time and costs are all factors in determining the actual size of your publication. In most cases, a four-page issue is enough to bring employees up to date on major developments—especially if they'll be getting another issue in a month. But don't hesitate to go longer if you have too much to say in a smaller size. Bids should include a range of size; i.e., 4–8 pages, so you'll have some working space built into the budget.

## DESIGN

Unless your company has graphic design standards you must follow, there is no one design you must use. Check with management with regard to com-

pany guidelines and tailor your publication accordingly.

Critique other publications coming across your desk. If you don't see enough, ask colleagues to route the ones they receive; they don't have to be in-house publications. Pick out the elements that appeal to you . . . the mastheads (name designs) that are the kind you would like to have and the body type and style that are attractive and easy to read. It's also worthwhile to identify those elements that don't seem to work well, so you can avoid them in your own newsletter.

## EDITING VS. DESIGNING

Whether you are actually involved in the design and layout of the publication or not, it's important to understand all of the elements that enter into it so you can put them to work for you.

Sit down with a good graphics designer, someone your graphics department can recommend, or try the Yellow Pages. If the budget is limited, find an employee with hidden artistic talent or check with the art department of area high schools or colleges.

Tell him or her as much as you can about your ideas for the title, masthead, type style and layout. The more information you can provide regarding your company's business, logo (if you have one) and the message you're wanting to communicate, the greater likelihood they'll come up with what you're looking for.

Ask for a few "roughs" for you to select from. In addition to masthead design, type style, etc., ask for different column widths. Review the roughs with your colleagues. Don't hesitate to combine elements from each, or to ask for an entirely different approach if you aren't excited by the designer's first efforts.

The designer may recommend pictures, artwork and charts to help liven the copy and can also suggest quality and color of paper, ink colors, and other ways to add style and continuity to your publication. Working closely with publication professionals will help you to know exactly what goes into publishing a newsletter and ensures you understand what you're paying for.

# WHAT'S NEW

**A and C**  
by Jewell Coleman

We've had a lot of changes in Inventory and Production Control over the last few months. We have enlarged and moved into our new quarters and have begun to use the new equipment necessary to work under Fel-Pro's new material control system.

Paul Bosacki is trying his hand at full-time school and part-time pick packing. Good luck from all of us.

Mark Bucher has given up the world of

"huff and puff" to work in Production Control. A newcomer, Ray Lutz, has joined the Production and Inventory Control Team as the new captain. Odie Fel-Pro's new Production Control is Molly Arroyo. It's great to have her in our group. And Terry Zelenka is back from summer sabbatical and is now at work again in Production Control. (Now we don't have to leave his picture on his desk to remind us what he looks like!)

**Office North**  
by Rich Profit

Meet the children of Dale Ornstead of Replacement Sales. His daughter Amber Dawn [52] is 6 years old and is in the 1st grade. Son Joshua Ryan [53] is 5 years old and is attending kindergarten.

Kitty LeCroy of Replacement Sales would like to present her niece, Angela Kelly [54]. Angela was born on April 26, 1984 and is looking forward to celebrating her 1st birthday in the coming months. Angela's proud mother is Kitty's sister, Tina Kelly. The proud grandmother, even though she doesn't look old enough to be a grandmother, is Marge Barnds of our Purchasing Dept. and Angela's uncle Tony Barnds works in Dept. 33.

Meet a future member of the London Philharmonic Symphony Orchestra. Patty Panahierers [55] is shown with her flute at the Our Lady of Ransom Junior band practice in Milan. Patty's mother, Marie, works in our Export Dept.

George Kunzmann of Replacement Sales and his wife Collette look an exciting trip to China and Thailand. They are pictured at the Imperial Palace in Bangkok, Thailand [56].

**Salesman's News**

Congratulations are in order for: 1) Kim Barrett of Replacement Sales who was named the "Outstanding Sales Rep" by Indiana Parts and Wrenches, our largest account in Indiana; 2) Bob A. Conner who was named the "Outstanding Sales Rep" by Northern Supply in Bay City and Flint, Michigan; 3) Lloyd Davis who was elected treasurer of the Automotive Bookers Club in Milwaukee, Wisconsin; 4) Earl Wallace who was also elected president of his Boosters Club. Congratulations to all of you. To end my column this month, I would like to leave you with 2 thoughts. Whenever it that when you go shopping holidays come in packs of 10 while buns come in packs of 87. You have to buy 40 of each just to get them to even out.

Also, why is it that birthday cake is the one food that someone can blow out and spit on and people still fight to get a piece?



*Don't forget the human element: Include news from each department and remember that employees love to see pictures of themselves and their family. (Fel-Pro Inc. newsletter)*

## WORKING WITH A PRINTER

If you have your publication printed outside by a professional printer, you should do some shopping for the most suitable arrangement. This involves cost considerations, the speed and reliability of service, and the importance the printer will give your business.

Be prepared to give the printer the quantity, type and size of paper, number of ink colors, binding and due date, and they'll be able to tell you the cost almost to the penny. They'll also respect you for knowing your job.

If the quotes are too high for your budget, ask them to work with you on ways to cut costs. Discuss your requirements with several printers and

select the one best suited to your needs.

Once a printer has been selected, give him specific information about your finished copy (the form it will come in), deadlines, etc. Ask about his needs so you can adapt to his operating schedule. Don't expect the printer to make up for loose deadlines on your end by turning your job around "on a dime." Make sure your printer has all the facts he needs to proceed (number of copies, where the copies are to be sent, etc.). Make sure you understand all the costs in time and money before you deliver your first issues's copy.

## LAYOUT TECHNIQUES

The following layout techniques can be used to give the publication visual

# Write

appeal and make it easier to read.

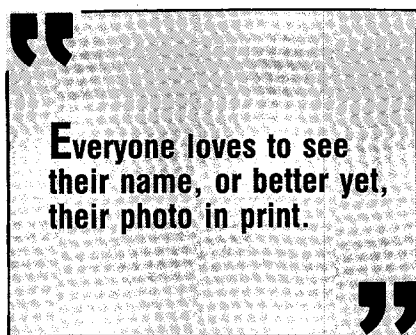
□ Rules or heavy linked lines can be used as dividers between articles, selections, illustrations, and special features.

□ Indicate clearly where a new story begins. A three-line space, an all-caps load-in phrase, no indentation at the beginning of a paragraph, or a standard, free-standing one-or-two headline can do the trick.

□ Rules around an indented, bold-faced quote can effectively break-up a lengthy piece. Highlighting key ideas provides an easily scanned synopsis of the article and also breaks up the heavy grayness of column after column of straight type.

□ White space can call attention to an article or header more than too much busy artwork. Don't clutter the page by feeling you have to fill every tiny bit of space.

□ Photographs add a lot of interest to the publication, especially in articles with human interest. For the best print reproduction, use high-contrast black



and white glossies, unless you're printing in full color. Try to get tight shots—head and shoulder—with a minimum of detail and background clutter.

## WRITING COPY

Now here comes what may be the toughest part of all—how you actually write your publication. Your objective is to communicate as directly, briefly and meaningfully as possible. Complex subject matter does not justify an exception to this principle, though it can make the editor's job more challenging.

You start with limited space—and limited attention—from your busy reader. So, if you have a lot to say, you have to be discriminating about what goes in and what stays out—and how much space you can give the subjects that do stay in.

Don't worry about telling less than the whole story. Judicious selection—editing is really the word—helps your readers. The important thing to keep in

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mind is that you want to give readers material from which they can profit or benefit. This may seem like a truism, but many publications go non-stop from the in-box to the wastebasket because content was what the editor wanted to say, rather than what was relevant to the reader's interest.

With the editing chore comes the stringing of the words together. In keeping with the direct approach, you want your stories to be short, clear and easy-to-grasp. This means that you want to write as simply as possible.

Work to master the simple declarative sentence. Use the dime-word instead of the 50 center. If there is lingo in your business, use it. But be sure the context makes the meaning clear to someone who isn't a full-time pro: define the term casually. Don't be afraid of contractions, as long as they are not overused. Use abbreviations, but try not to over do it.

Use an introductory sentence that brings your readers into your story (to one of those simple declarative sentences). Learn to economize with words. Be ruthless in your editing. Charge yourself for all unnecessary verbiage. You will have clarified your ideas and will know what and how you should communicate.

Once you have the topic sentence, develop the idea a little. Follow with another sentence or two of perceptive, insightful elaboration or clarification—comments that get to the heart of what you have to say. Then give the facts and figures to supply dimension to the theme. Wrap it up with a brief summary and tie it into the future whenever possible.

Generally, you should keep paragraphs short—five or six lines are fine; don't go much beyond nine or ten or you present your reader with a formidable mass that is hard to digest and hardly fun to read.

## WHO IS YOUR AUDIENCE?

The heart of your circulation list will be current employees. In addition, there are special groups you should consider, inside and outside the company:

☐ **Management.** Let them know what you are doing to meet the editorial objectives of the publication. Route a proof or a print to them with a special note. Keep them informed as to how the publication is received. Ask if they'd like copies sent to associates outside the firm and follow through on sending them.

☐ **Board of Directors.** Put them on your regular mailing list if they request it, otherwise only pass along copies in which they have a special interest.

Spread the good word about your company outside the organization, too. Send your publication to retired employees, your accounting firm, legal firm, ad agency and even the local newspapers. Copies should go to key contributors or advertisers and to other newsletter editors or professional affiliations.

It will cost a little more to distribute the extra copies (over-runs), but it could reap big rewards for your company.

**O**ne key thought to keep in mind: more employees at every level will probably read the company publication than any other single piece of company material (other than their paychecks of course). The final product will show the importance the company places on distributing information and on creating a positive spirit of community and pride in your workplace.

Don't forget the human element; involve all areas in your publication during the year—don't overlook anyone. Everyone loves to see their name, or better yet, their photo in print.

Give credit where credit is due. Acknowledge your news correspondents, photographers, artists and idea contributors. It recognizes their talents and promotes and encourages others.

The preparation of each issue deserves all the time, effort and thought you can give it. Your readers will reap the rewards, and your communication link will be solid.

*Pat Yandell, CESRA, is the employee services representative at Northern Telecom Inc. and editor of several publications. She is also the NESRA vice president of public & government affairs.*

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# Handling Employee Complaints

by James T. Ziegenfuss, Jr., Ph.D., M.P.A.





# *Feel swamped by employee complaints? Learn how to listen and use these complaints to make your job easier and your organization more productive.*

**D**o employees complain?

Do birds fly?

Employee complaints are commonplace in all organizations. That fact must be taken as a starting assumption about the way the organizational world is.

The real question is: How does your company handle complaints? And how do you handle them as an employee services and recreation manager?

Are they ignored and repressed, or acknowledged and responded to? This last response—acknowledgement and resolution—is the subject for this article for several important reasons.

First, it is rapidly becoming known that “good” organizations (i.e. those with high productivity and high quality of working life) spend a large amount of time and energy listening to their employees and consumers.

*In Search of Excellence* reinforced and broadened our recognition of this fact. Top companies use this “listening” as a way to learn of both successes and organizational failures—what they are doing well and what needs to be changed or improved.

Second, linked to this rationale is an understanding that this organizational learning has payoffs for the bottom line. At a highly general and simplified level, organizations want to recognize and do more of what they do well and change or stop what they are not doing well. The latter costs lost time, energy and money, irregardless of whether the organization is manufacturing toasters or automobiles, or is providing patient care. In short, if you listen well your organization will do better.

What does this mean? It means that all organizations *should* be handling employee complaints. And to become more effective managers and communicators, employee services professionals must become experts in this area.

## **WHY HANDLE COMPLAINTS?**

Although it may seem a bother—ignoring the problem is often a lot easier—there are a number of primary reasons for complaint processing. Among them:

- ☐ To identify the individual problems and class-or system-wide problems of employees and consumers;
- ☐ To investigate the complaints, thereby establishing the facts of the situation;
- ☐ To determine why the problem developed and how it might be resolved;
- ☐ To feedback the above information to the complainants, the subject of the complaints and the appropriate management personnel;
- ☐ To generate and help create responses to the problems, solving both individual problems and classes of problems;
- ☐ To monitor the problems to insure that the solutions do actually emerge.<sup>1</sup>

Good organizations *listen* and *use* complaints to help change and develop the organization. Corporations have to assign someone the responsibility for this work—that is the next question.

## **WHICH CORPORATIONS AND WHO IS RESPONSIBLE?**

IBM, American Express, TWA, Tektronix, Chemical and Citibank, McDonalds, Singer Co., Northrop and Florida Power and Light are among the corporations identified by *Time* and *Business Week* as having a complaint taking and processing activity.

The activities involved in these various employee complaint programs run on a continuum from highly formal to highly informal. Some are formally

recognized programs with staff and support services, while others are a single individual taking complaints, investigating and problem-solving.

Employee relations manager, counselor, corporate ombudsman, equal employment opportunity specialist, human relations specialist, employee communications director, public relations specialist, employee representative and human resources director are among the range of titles used to describe complaint handlers. Increasingly, employee services managers are taking on this hat as well.

Knowing that there are programs and individuals providing this activity leads us rationally to a follow-up question about the nature of their work.

## **WHAT TYPE OF COMPLAINTS SHOULD BE HANDLED?**

Research into the extent of activity in a wide range of industries from manufacturing to health care suggests that complaint topics are equally diverse. This is essentially true. The following is a sample of common complaint topics:

- personnel policies
- physical conditions
- recreational activities
- sexual harassment
- discrimination
- supervisory conflict
- interdepartmental conflict
- production processes
- personality conflicts
- personal problems
- general dispute resolution

Good employee complaint programs consider *no* complaints to be insignificant. Sincere listening and a concern for resolution is the guiding principle. There is, however, some natural sort-



# Complaints

ing out as larger problems displace smaller ones in priority.

## HOW ARE COMPLAINTS HANDLED?

The individual actions and methods of complaint takers varies from company to company, but there seem to be five steps that are somewhat generic to complaint handling. These were distilled from a review of work in many industries.

**Step 1.** Identify the complaint. Review the general problem as to facts and context, then reduce the complaint to a specific one sentence problem. Establish and define the primary problem, then establish and define secondary problem(s), if any.

**Step 2.** Investigate the complaint. Further clarify the problem, outlining a procedure for investigation and presentation of the results. Discuss the facts and context of the case and create relevant and specific recommendations. This step also involves further problem clarification, procedures for investigation, presentation of the review results, discussion and recommendations.

**Step 3.** Feed back the investigation results. Examine the participants' responses for agreement, disagreement or apathy, tailoring the follow-up to the participants' position. This will require a written report and face-to-face review.

**Step 4.** Develop responses to the problems. By listening and reflecting, collaborating on the creation of solutions and independently suggesting alternatives, an agreeable response should be generated.

**Step 5.** Monitor the response plans to insure follow-through. Examine multiple systems changes according to their proposed time schedule.<sup>2</sup>

The processing steps are the same for all types of complaints. A fictitious example will illustrate.

In one corporation several employees were heard to complain that the

softball umpires for the company tournament had been asked to favor one divisional team over the others. Divisional business competition was at a high level and it carried over into the sports activity.

The corporation's "ombudsman" (the employee services manager) was presented with the complaint after two employees decided it was too "risky" to surface the problem directly with their divisional boss.

**'Good' organizations—those with high productivity and high quality of working life—spend a large amount of time listening to their employees, including complaints.**

The employee services manager began by collecting specifics about the complaint. How was the one team favored by the umpires—calling strikes and balls; close calls on the baselines, etc.? Which umpires were involved? What were the days and specific examples? Who could corroborate the statements?

A secondary problem was identified relating to the negative aspects of the intensity of the competition. This was noted but was not the specific subject of the complaint.

The facts were gathered by talking to the umpires, players and divisional managers. The allegation was found to be true, but it applied only to the last game played. The employee services manager asked for suggestions on how to resolve it. There was rather quick agreement on a replay of the game, with consensus on downplaying the reasons. The employee services manager suggested a meeting of the two

teams to clarify the problem and diminish the negative aspects.

There was consideration of whether this was a common problem in other sports activities. It was decided by the employee services and recreation department to address the "level of competition" problem in a series of light memos and team discussions. Subsequent softball games and other activities were monitored over the next three months.

This brief example indicates the usefulness of a third party investigator and the steps in the process. There are complaints that are more serious than this—sexual harassment, discrimination and dangerous physical conditions, but this recreational activity is an important part of the corporate culture that must be maintained.

A key point to remember is that all complaints should be investigated since the seemingly less significant ones often have very serious additional components. In this case, the corporation also had to address (after this case was dealt with) the problem of what level of competitive intensity is desirable. Thus, a single complaint raises an organizational level issue.

## IMPROVING THE CORPORATE CULTURE

We have just considered why complaints are taken seriously by organizations, who is doing complaint processing and how they work. In closing we should consider what the presence of complaint processing means in terms of corporate culture, a current topic of high interest.

As noted in *Patient/Client/Employee Complaint Programs: An Organizational Systems Model*, "With an organizational complaint program in existence, the corporate culture stresses the following policies:


1. The corporation believes in organizational listening.
2. The corporation believes in individual and organization-wide problem solving.

3. The corporation believes in communicating to consumers and employees (open communication).
4. The corporation believes that employees and management need consultation assistance in solving organization problems."<sup>3</sup>

Complaint handling work is on the increase nationally, with many organizations just getting into the act. There is little doubt that many more organizations will vigorously embrace the concept and support those employees now doing it informally.

As chief executives recognize the value of these programs, there will be increasing development in both private and public organizations. Whether identified as complaint, advocacy or corporate ombudsman programs, the design of such programs can insure that they are valuable organizational development tools which aid organization diagnosis and change. Any program that helps to surface structure and process problems is one that presents those persons responsible with an opportunity to take corrective action, keeping the corporation dynamic and healthy.<sup>4</sup>

Whether there is a formal program or one individual with complaint handling responsibility, the message to employees is clear: *Our organization values what all employees have to say. We want communication, including complaints, and the organization will respond!*

This is the mark of a desirable place to work—an organization where you can make a difference. 

*James T. Ziegenfuss, Jr., Ph.D., M.P.A., is the author of four books and more than thirty journal and conference articles on a variety of topics, including Patient/Client/Employee Complaint Programs: An Organizational Systems Model, which is available from Charles C. Thomas, Publisher.*

## References

1. James T. Ziegenfuss, Jr., Ph.D., M.P.A., *Patient/Client/Employee Complaint Programs: An Organization Systems Model*: Springfield: Charles C. Thomas, 1985, pp. 72-73.
2. Ziegenfuss, pp. 79-80.
3. Ziegenfuss, p. 6.
4. Ziegenfuss, p. 19.

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# NESRA 1985 Conference

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As a guide for those attending NESRA's 44th Annual Conference and Exhibit, the companies exhibiting are listed in this special section with their booth number.



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## President's Council Leads "Shape Up America"

"Shape Up America."

That's the theme for National Physical Fitness and Sports Month set for May, 1985, by the President's Council on Physical Fitness and Sports.

The special month-long observance is designed to encourage new fitness programs and services, to acquaint people with fitness opportunities already available in their communities and to give appropriate recognition to effective leaders and outstanding programs.

"We hope that people of all ages and in every sector of the country will join in," said George Allen, Chairman of the President's Council on Physical Fitness and Sports. "Getting in shape and keeping fit is the key to feeling better, staying healthy and living longer."

Recreation and park departments, schools, YM-YWCAs, Boys and Girls Clubs, business and industry, government agencies and other sports and leisure service agencies will be conducting special fitness programs and activities during the month.

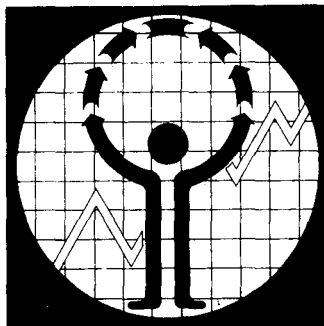
The celebration will include sports and fitness festivals, special fitness days, exercise clinics, competitive and fun runs, walking tours, aerobic dance demonstrations, fitness testing and counseling, and health and information fairs. Many of the activities will be conducted in shopping malls, community recreation centers, schools and health centers.

### KNOWING THE BASICS

One of the President's Council's goals is to provide a sound understanding of the fitness basics, including the four components of physical fitness:

**Cardiorespiratory Endurance**—the ability to deliver oxygen and nutrients to tissues, and to remove wastes, over sustained periods of time. Long runs and swims are among the methods employed in measuring this component.

**Muscular Strength**—the ability of a muscle to exert force for a brief period of time. Upper-body strength, for



**Getting in shape and keeping fit is the key to feeling better, staying healthy and living longer.**

example, can be measured by various weight-lifting exercises.

**Muscular Endurance**—the ability of a muscle, or a group of muscles, to sustain repeated contractions or to continue applying force against a fixed object. Pushups are often used to test endurance of arm and shoulder muscles.

**Flexibility**—the ability to move joints and use muscles through their full range of motion. The sit-and-reach test is a good measure of flexibility of the lower back and backs of the upper legs.

How often, how long and how hard you exercise, and what kinds of exercises you do should be determined by what you are trying to accomplish. Your goals, your present fitness level, age, health, skills, interest and convenience are among the factors you should consider.

Your exercise program should include something from each of the four basic fitness components described previously. Each workout should begin with a warmup and end with a cooldown. As a general rule, space your workouts throughout the week and avoid consecutive days of hard exercise.

### MINIMUM LEVELS OF OVERALL FITNESS

Here are the amounts of activity the Council recommends for the average, healthy person to maintain a minimum level of overall fitness. Included are some of the popular exercises for each category.

**Warmup**—5–10 minutes of exercises such as walking, slow jogging, knee lifts, arm circles or trunk rotations. Low intensity movements that simulate movements to be used in the activity can also be included in the warmup.

**Muscular Strength**—a minimum of two 20-minute sessions per week that include exercises for all the major muscle groups. Lifting weights is the most effective way to increase strength.

**Muscular Endurance**—at least three 30-minute sessions each week that include exercises such as calisthenics, pushups, situps, pullups, and weight training for all the major muscle groups.

**Cardiorespiratory Endurance**—at least three 20-minute bouts of continuous aerobic (activity requiring oxygen) rhythmic exercise each week. Popular aerobic conditioning activities include brisk walking, jogging, swimming, cycling, rope-jumping, rowing, cross-country skiing, and some continuous action games like racquetball and handball.

**Flexibility**—10–12 minutes of daily stretching exercises performed slowly, without a bouncing motion. This can be included after a warmup or during a cooldown.

**Cooldown**—a minimum of 5–10 minutes of slow walking, low-level exercise, combined with stretching.

*Additional information about the activities in any specific city or area may be obtained by contacting the President's Council on Physical Fitness and Sports, 450 Fifth Street, N.W., Suite 7103, Washington, D.C., 20001.*

## Factors Reducing Liability

***A recent ruling sets up criteria for when any employer is—and isn't—responsible***

by Professor H. Newcomb Morse, J.D.

**Editor's Note**—This article marks the debut of a new legal column in *ESM*. This is part of our continued effort to keep our readers abreast of current issues affecting their employee services and recreation programs. Any questions, comments or suggestions are welcome.

One of the most pressing issues facing companies and employee services managers today is that of liability. If an employee is injured or causes damages on the way to or at a company event, will the company be held liable?

Recent rulings have held employers responsible for damages in traffic accidents caused by drunken guests at company gatherings where liquor was served or by intoxicated employees who were sent home from work by their supervisor.

A recent decision, however, means good news for employers and employee services professionals who run company events. In the case *Flynn v. the Parsons Company*, the court ruled that an employer could *not* be held liable for damages caused by an employee on the way to a company event in which the attendance was optional and the employee was not acting within the scope of his employment.

### The Case

The Ralph M. Parsons Company, a corporation, is a large engineering company with its home office in Los Angeles and several branch offices or divisions in other cities, including an electronic division in Pasadena. Carl A. Budde was employed as an electronics technician in the Pasadena division where there were approximately 250 employees.

It was the custom of the Parsons Company, each year, to hold a Christmas Party at a hotel in the Los Angeles area and to extend invitations to all its employees, some of its clients, some law enforcement personnel in the area and representatives of the state Department of Employment.

The invitation to the employees of the Pasadena division was extended by posting a typewritten invitation on all

about 10 a.m. and did not return there on that day. After the Pasadena office had closed on that day, and while several employees were in front of the Pasadena office building—about 1:45 p.m.—waiting for the bus to arrive, Budde came there. Three witnesses testified that at that time he was under the influence of intoxicating liquor. The bus was a few minutes late in arriving, and about 2 p.m. Budde and another Parsons employee entered Budde's automobile, and Budde drove it away, intending to go to the Christmas party.

Later, that automobile, which was traveling southerly on the Pasadena Freeway toward Los Angeles, was in a collision with another automobile which was occupied by James J. and Edward D. Flynn.

James and Edward Flynn brought suit in the Superior Court of Los Angeles County, California, against the Parsons Company to obtain damages for the injuries they sustained, alleging that at the time of the accident Budde was the agent and employee of the Parsons company and was acting within the course and scope of his employment.

At the trial, Mr. Devilbiss, the personnel manager of the Parsons company, testified that the over-all purpose of the party was to create goodwill with the company's clients and invited guests from law enforcement and public employment departments, and to enable the employees to get acquainted with one another and with the clients. All employees were invited, but "no one is forced to go" to the party, he added.

Some employees are opposed to Christmas parties and they do not attend—they do not have to attend, he contended. The food and drinks at the party were free to guests and were served buffet style and there were no special seating arrangements at the tables; there were no speeches at the party. Painted

**One of the most pressing issues facing companies and employee services managers today is that of liability.**

bulletin boards. Addressed to "All Employees," the invitation recited in substance that the employees were cordially invited to attend another annual party for the employees of the company to be held on Christmas Eve, that the party would be from 2:30 p.m. to 4 p.m., and that the employees should remain at work until 1 p.m.

The company provided buses for transporting the employees from the office building in Pasadena to the hotel, but they could go to the party by any other kind of transportation. Budde, whose assigned duties as an electronics technician did not involve any "off the premises" activities, left the company building in Pasadena on December 24th

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lapel namecards were distributed to the employees as identification for admittance to the party, but an employee could throw the card away if he did not intend to go to the party. The employees at the party were not required to sign their names (indicating that they were present), and there was no method by which the company could ascertain who attended the party.

Mrs. Crisman, an employee of the Parsons Company and presently secretary for the chief engineer in the electronics division, testified that during the time she was employed by the company, there never had been any instruction or directive by the company to the employees requiring attendance at a Christmas party. On December 24th, between 1:30 p.m. and 2 p.m., the Pasadena office closed business for the day, and the employees were permitted to go about their own activities at their discretion, and in her opinion, less than half of the employees went to the party.

Mr. Fleischer, the general foreman of the mechanical section of the Parsons Company, testified that there was no requirement of the company that the employees go to the party—it was a matter of the employee's "own free will;" they could go home or go to the party. In his opinion, about half of the employees went to the party; an employee was not required to register at the party and there was no penalty if he did not attend. The party was a typical social event.

### The Ruling

The Superior Court found that at the time and place of the accident Budde was not acting within the course and scope of his employment. Accordingly, the Superior Court rendered judgment in favor of the Parsons Company. The Flynns appealed.

The Court of Appeal of California affirmed the judgment of the Superior Court, declaring:


"Under the evidence herein the trial court could find that the matter of attending the party was optional with Budde—that he was not required to go; no check would

be made to ascertain whether he went; no penalty would result if he did not go; transportation, food and drinks were free; customarily about one-half of the employees did not attend and those employees did not suffer any detriment in their positions by reason of such failure.

"The court could also find that the party was a social event whereby Budde and all the other employees were accorded the courtesy of participating in a Christmas party without any financial or other kind of obligation on their part. It cannot be said that, as a matter of law, under the evidence herein, Budde was expected (i.e., required) by the company to attend the party, or the company intended to benefit by his attendance, or Budde was acting within the scope of his employment. The court could properly find, as a matter of fact, that Budde was not expected to attend the party; that the company did not intend to benefit by his attendance; and that Budde, at the time and place of the accident, was not acting within the scope of his employment."

### The Bottom Line

The appeals court's decision means that if an employee is required to attend a company event, or if the company will benefit from the employee's attendance, or if the employee is acting within the scope of his employment, then the company can be held liable. If none of these conditions hold true, however, the employer cannot be held responsible.

The same legal result would ensure if the company event, instead of being a Christmas party, had been a baseball game, some other kinds of sporting activity or any other type of outing. 

*H. Newcomb Morse, J.D., L.L.M., is a Professor of Law at Pepperdine University in Malibu, CA.*



## NEW PRODUCT AND SERVICE GUIDE

### Westin Hotels Announces "The Westin Weekend" For NESRA Member Company Employees

Westin Hotels has announced "The Westin Weekend," a promotion which offers 50-percent off the regular rates at all of the company's hotels in the continental United States and Canada any Friday, Saturday and Sunday night.



*The Westin Bonaventure in Los Angeles.*

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*For information on other NESRA Benefit Packages available starting July 1, 1985, please write: Jim Weiss, Westin Hotels, The Westin Building, Seattle, WA 98121.*

### New Fit-Trail® Promotion and Publicity Guide Introduced By Southwood

Southwood Corporation recently introduced a Promotion and Publicity Guide for purchasers of Fit-Trail®, an outdoor wooden fitness system. This complimentary 30-page working guide gives ideas, plans, samples and pro-



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motional aids and resources to the buyer for promoting and publicizing their Fit-Trail. Step-by-step worksheets for planning a Fit-Trail dedication ceremony are also provided.

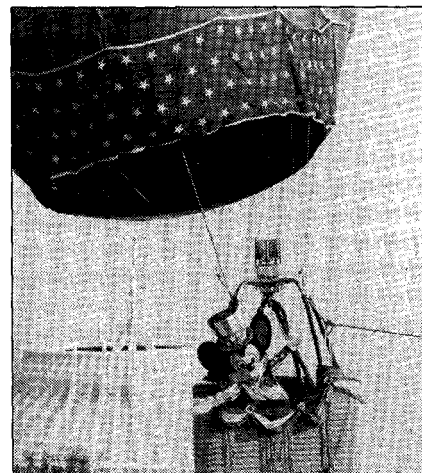
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*For tour and show reservations at group rates, contact Radio City Music Hall Group Sales, 1260 Avenue of the Americas, New York, NY, 10020 or call (212) 541-9436.*



The NESRA

# NETWORK

**Associated Industrial Recreation Council/**Burbank, California. Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

**Atlanta Area Employee Service and Recreation Association/**Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/**Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/**Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/**Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

**Central Savannah River Area Employee Services and Recreation Association/**Augusta, Georgia. Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/**Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/**Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/**Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

**Dallas-Ft. Worth Metroplex Regional Council For Employee Services and Recreation/**Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Dayton Industrial Athletic Association/**Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-4267.

**Employee Services and Recreation Inland Empire/**Riverside and San Bernardino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

**Employee Service and Recreation Orange County/**Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/**Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/**St. Louis, Missouri. Meets monthly. Contact William F. Osterloh—(618) 258-2905.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/**Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/**Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/**New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

**Iowa Recreation and Employee Services Association/**Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/**Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/**Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/**Houston, Texas. Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Michigan Employee Services and Recreation Association/**Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/**St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/**Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/**Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/**Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/**Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/**San Antonio, Texas. Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

**San Diego Industrial Recreation Council/**San Diego, California. Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

**Seattle Employee Services and Recreation Association/**Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/**Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/**Santa Clara, California. Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/**Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

## CONFERENCES & EXHIBITS

The 1985 NESRA Conference and Exhibit will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**September 11-14, 1985.** NESRA Region III Conference and Exhibit. Park Place Hotel, Traverse City, MI.

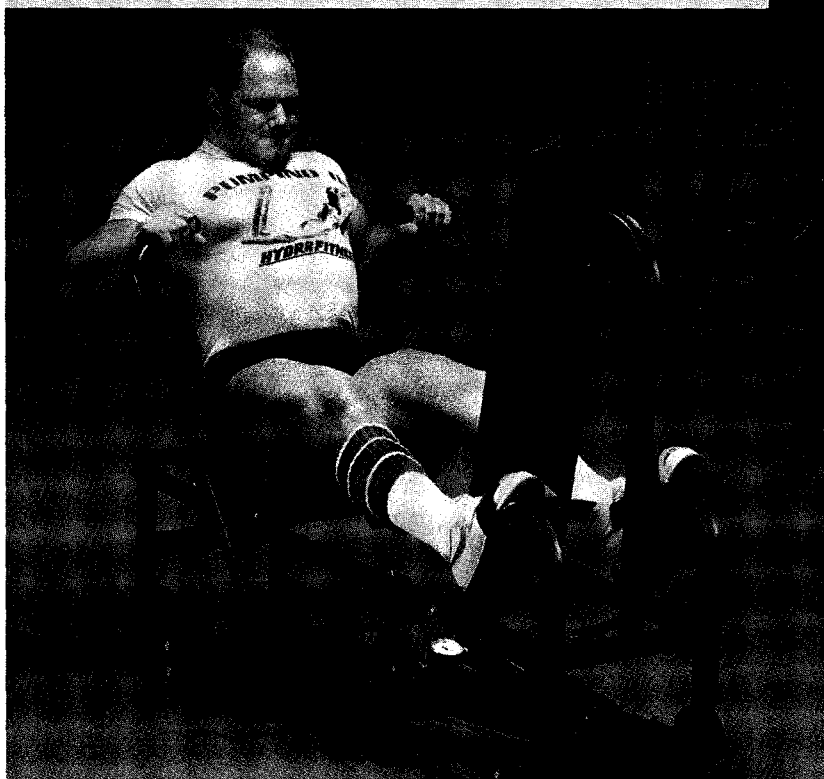
**September 19-22, 1985.** NESRA Region VII Conference and Exhibit. Hyatt Regency Monterey, Monterey, CA.

**October 10-13, 1985.** NESRA Region VI Conference and Exhibit. Hyatt Regency West, Houston, TX.

**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Thunderbird Motel and Convention Center, Minneapolis, MN.

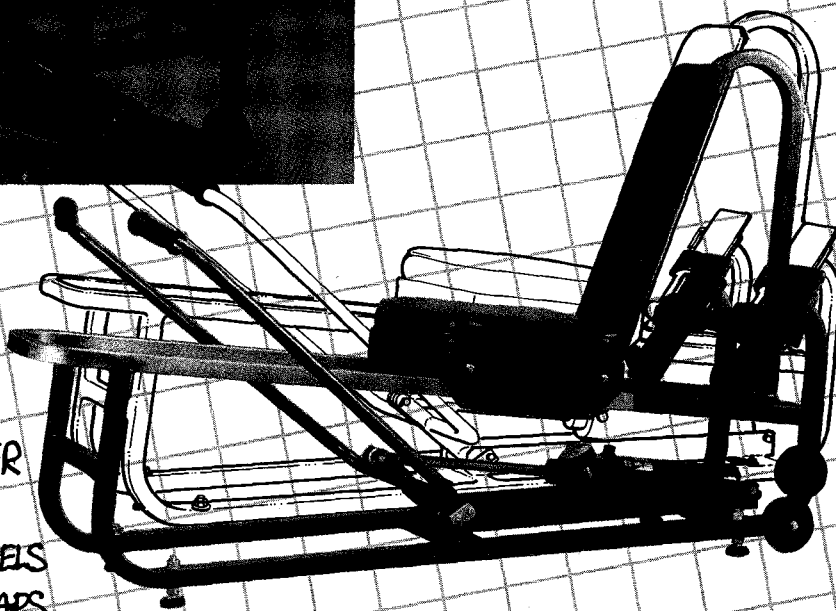
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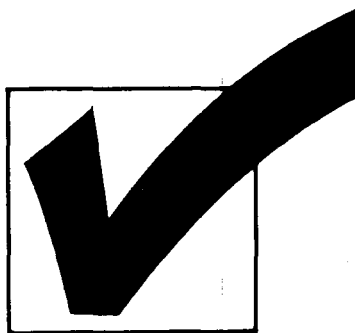
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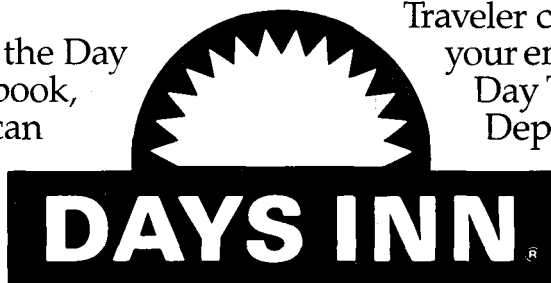
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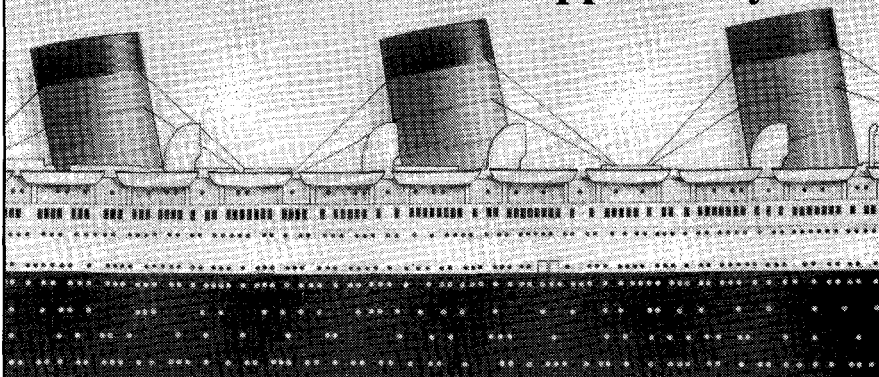
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# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 5

## In this issue . . .

The number of working mothers is at an all-time high—soaring to a record 19.5 million last year. Today, six out of every ten pre-schoolers or school-aged children have a working mother, while about 65 percent of tots under three have a mother who works full-time. By 1990, a whopping 80 percent of working women will be raising a child at some time.

This change in the nature of the workforce has given birth to another growing trend: Employers taking an active role in their employees' needs for quality child care. This month's cover story, "Child Care Comes of Age," takes a look at how competent child care programs have evolved into more than just a babysitter, and explores the many ways companies are providing their employees with this ever-needed benefit.

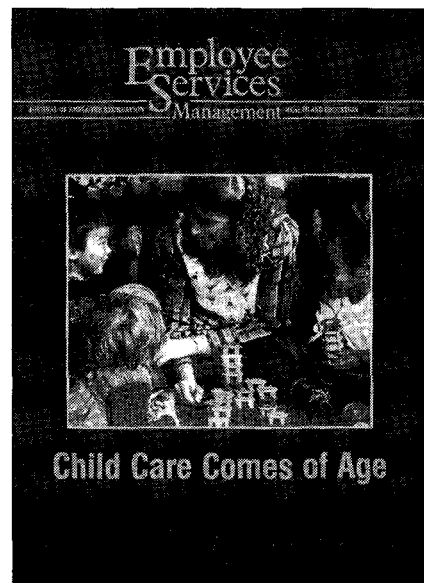


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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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June Cramer

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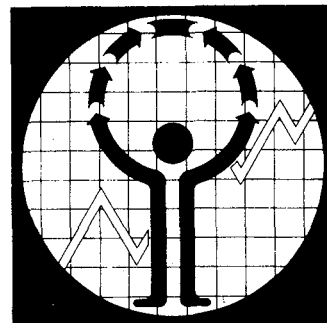
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



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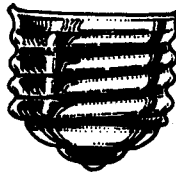
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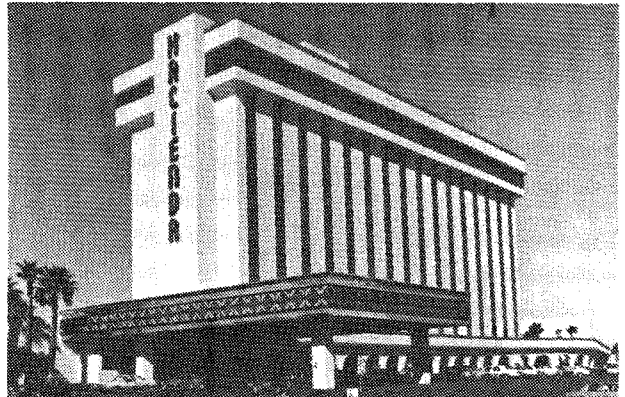
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## NEWS IN BRIEF

### Employee Services Managers Awarded Professional Certification at NESRA Conference

Ten employee services managers from across the country were awarded professional recognition as a Certified Employee Services and Recreation Administrator (CESRA) by the National Employee Services and Recreation Association at its 44th Annual Conference and Exhibit in Boston, May 1-5. The CESRA program is sponsored by NESRA to recognize personal achievement and continued high standards of performance within the profession of employee services and recreation. All CESRAs must pass a two-part exam and meet the criteria of the NESRA Certification Committee.

The new CESRAs for 1984-1985 include: Betty Atchison, R. R. Donnelley & Sons, Warsaw, IN; Susan Jean Dettorre, Litton Guidance & Control Systems, Woodland Hills, CA; Suz-

anne J. Greeno, Digital Equipment Corp., Chelmsford, MA; Rebecca J. Gregory, Rockwell International, Cedar Rapids, IA; Kay E. Kramer, Xerox Corporation, Webster, NY; Raymond G. Lapierre, U.S. Air Force, Keesler AFB, MS; Ms. Lee Merrill MacMorris, L. A. Air Force Station, Los Angeles, CA; Sue Ann Potter, Nationwide Insurance, Columbus, OH; Jo Ann Rollins, Integon Corporation, Winston-Salem, NC; and Tamra Torres, Texas Instruments, Texas Association, Dallas, TX. Each received their award and certification plaque at the NESRA Management Luncheon on May 3.

Also receiving recognition for his time, energy and talents on a volunteer basis in developing a board program of employee services and recreation was Robert E. Lindsay, AT & T Network Systems, Inc., Columbus, OH, who was named a Certified Employee Services and Recreation Leader (CESRL) at the NESRA conference.

For more information on how to become a CESRA or CESRL, contact Ken Cammarata, director of member services, at NESRA Headquarters, 2400 S. Downing, Westchester, IL 60153, (312) 562-8130.

### NESRA Welcomes New Chapters

The Central Savannah River Area Employee Services and Recreation Association (CSRA/ESRA), Augusta, Georgia, is the latest addition to NESRA's growing network of chapters. CSRA/ESRA currently totals nearly twenty members and meets the third Tuesday of each month. For more information, contact chapter representative Bruce Hoffman at University Hospital Health Center, (404) 722-2673.

Also joining NESRA as a chapter is the Philadelphia Association for Employee Recreation and Services (PHIL/AERS), which has a total membership

## NESRA Education and Research Foundation

The NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional with the kind of bottom-line data that their bosses understand.



The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

A donation to the Foundation brings closer the day when employee services and recreation will appear on every company map.

Send your donation or inquiry to the NESRA Education and Research Foundation, 2400 S. Downing Ave., Westchester, IL 60153.

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## NEWS IN BRIEF

of nearly forty companies and meets the second Wednesday of each month. Contact Jim Alexander, chapter president, at McNeil Pharmaceutical, Springhouse, PA, (215) 628-5760 for more details.

### NESRA Mourns the Death of Human Resources Specialist Len Brice

Leonard R. Brice, consultant for the National Employee Services and Recreation Association (NESRA), acting executive director for the International Society of Preretirement Planners (ISPP), and a man who played a leading role in industrial relations worldwide, died of an apparent heart attack while attending a personnel management seminar in late April.

Brice, who had been actively involved in NESRA since January, 1981, was instrumental in the areas of chapter development, public relations and research study for the association. He

traveled widely throughout the U.S. in this regard and was responsible for the addition of many new NESRA chapters across the country. Brice was also crucial to the growth of ISPP, which under his leadership more than doubled its membership.



*Len Brice: A pioneer in human resources*

"Len Brice's enthusiasm for our profession had rubbed off on many of us in recent years," said Patrick B. Stinson, NESRA executive director.

"His dedication laid the groundwork for our progress in membership growth."

In addition to his NESRA and ISPP affiliations, Brice was an active speaker, instructor, and president of his own management consulting firm, Len Brice & Associates. He served as executive vice president of the American Society For Personnel Administration (ASPA) and was the founder and general secretary of the World Federation of Personnel Management. His goal, he had stated, was "to further enhance the field of human resources management within the private and public sector."

### 1985 Summer Travel to Reach New High

Summer traveling by Americans will increase 5% this year, predicts the industry-sponsored U.S. Travel Data Center in Washington, D.C. That's a bigger increase than the 2% that the center says occurred last summer.



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### Firms Nationwide Extinguish Smoking

No-smoking policies in companies are taking hold nationwide, and some organizations have gone as far as completely banning smoking. One such organization, Aid Association for Lutherans (AAL), recently announced one of the strictest policies to date.

AAL, which has 1,500 home-office employees and hundreds of visitors each week, completely banned smoking on its premises as of May 1. There will be no leeway in the policy—no-smoking, period.

Dr. Hanns Kretzschmar, medical director for AAL, justified this policy in saying that "the vast majority of AAL employees—about 90 percent—don't smoke, and an increasing number of people have requested clean air. Smoke can be very offensive to those who don't smoke.

"More and more employees have expressed concerns about their health," he continues. "There is mounting medical evidence which indicates that non-

smokers are affected by the smoke of others."

Many companies are even taking their no-smoking policy a step further. Westlake Community Hospital in Melrose Park, Illinois, for example, has joined the ranks of employers who refuse to hire workers who smoke. As of February 1, newly hired workers have had to sign a statement saying that they are nonsmokers and will continue to be as a condition of employment. The no-smoking policy is not just for on the job but includes off the job hours, too, reports *Employee Benefit Plan Review*.

Starting in July, the hospital also will reduce the number of areas in which employees can smoke, and the workers will be encouraged to enroll in programs to help them stop smoking. The restrictions will apply to patients, doctors, and visitors. Patients will be allowed to smoke only if they obtain approval from their physicians.

The Melrose Park hospital joins other health-oriented associations in its no-smoking policy. The American Cancer

Society has a policy that prohibits smoking at any society office or meeting. It also prohibits smoking by anyone who is representing the society. The American Lung Association and the American Heart Association have policies that are similar.

### Job Security Improves Company-Employee Relations

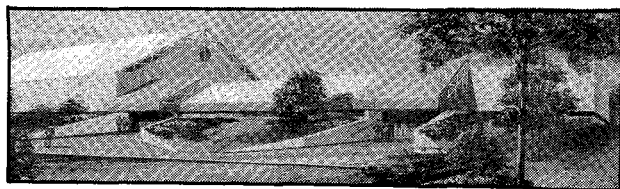
Job-security pledges can benefit both workers and the boss, according to *The Wall Street Journal*.

Giving workers employment security by easing their job-loss fears makes them easier to manager. That's one conclusion of "Employment Security in Action," a study of more than 30 corporations, including IBM, Honeywell, Advanced Micro Devices and Dana Corp., by economist Jocelyn Gutchness and researchers at the Work in America Institute, Scarsdale, N.Y.

Job security takes many forms. Some companies have written "no layoff"

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## NEWS IN BRIEF

policies. Others use "buffers" to protect the full-time workers by using part-timers and subcontractors and by spreading out the work. The promise of retraining eases worker fears, too. As a result, they are more willing to adapt to new ideas.

### Retirement Planning Conference Announced

"Improving the Quality of Life Through Lifestyle Planning," "Growing Older vs. Getting Older—A Values Choice" and "Communicating for Results: The Seven Secrets of Selling Your Ideas" are among the many areas which employee services professionals and retirement planners can explore at the 1985 National Conference of the International Society of Preretirement Planners (ISPP) September 11-13 at the Westin William Penn in Pittsburgh.

Attendees of "Creating Satisfying Futures Through Effective Retirement

Planning" will have the opportunity to participate in a variety of workshops, round table discussions, receptions and a presentation skill seminar. The registration fee includes all materials and one luncheon: \$275, ISPP members; \$350, non-ISPP members. The non-member rate also includes membership to ISPP.

For more information, contact ISPP Headquarters, 2400 South Downing Avenue, Westchester, IL 60153, (312) 531-9140.

### Physically Fit Executives Earn More

Professional achievements and politicking may not be the only routes to career success as measured in dollars and cents. Many of the executives who participate regularly in sports, such as swimming, basketball, softball, tennis, or golf, earn an average of \$3,120 more per year than their inactive colleagues, reports *Running & Fitness*, newsletter

of the American Running and Fitness Association, Washington. The results come from a study of the lifestyles and salaries of 180 executives earning between \$30,000 and \$55,000 a year. The survey was conducted by Robert Half International, Inc., New York City.

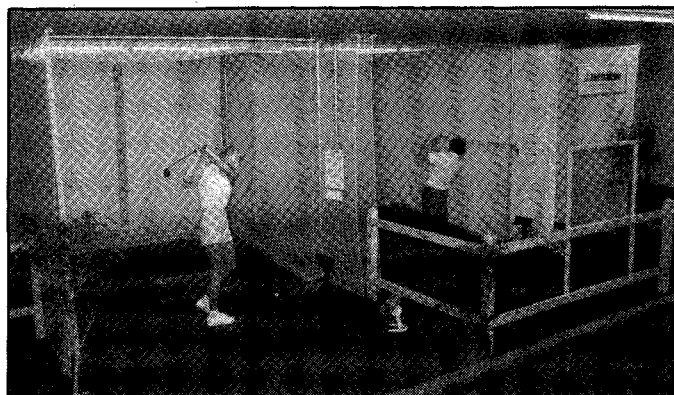
### Human Resource Managers Must Remember Bottom Line

"Today's human resource managers—whether located at corporate headquarters, at a manufacturing plant or a research and development facility—must remember the bottom-line if they are to earn their board and keep," writes Jack F. Gow, The Goodrich & Sherwood Corp., New York, NY, in the April issue of *Personnel Journal*.

Although they are indeed in the people business, he says, the end result of their efforts should always be to help the business generate a profit.

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## NEWS IN BRIEF

in sales dollars directly, it is often difficult to measure its impact in dollars and cents. Therefore, too many "hard-nosed" line managers still perceive the human resources or personnel function as a do-gooder operation and, at best, a necessary evil.

It must be recognized, however, that the HRM function *does* contribute significantly to corporate profit by reducing, containing and avoiding costs. Dollars saved through effective human resources management, Gow notes, move directly to the bottom line.

### Stark Honored With NESRA Distinguished Service Award

George Stark, manager of technical illustrations for McDonnell-Douglas Corporation in St. Louis and coordinator of NESRA's Photo Contest for the last seven years, was the 1985 recipient of the NESRA Distinguished Service Award, which honors an individual who has made significant contributions to the association.

"Under George's leadership over the past several years, the Photo Contest has emerged as one of our most well-participated and respected member services," said Patrick B. Stinson, NESRA executive director.




George Stark steps up to receive his Distinguished Service Award at NESRA's national conference in May.

Stark received the award at NESRA's Management Luncheon on May

3 at its 44th Annual Conference and Exhibit in Boston, May 1-5.

### Working Women Still Perform Majority of Traditional Female Tasks

More women may be taking their place as equals alongside men in the workplace, but men aren't reciprocating once they get home, reports Lynette Lamb of the University of Minnesota News Service.

"Women still perform the majority of traditional female tasks," said Diane Henze, a Minneapolis psychologist whose recent doctoral research at the University of Minnesota polled 153 Twin Cities women accountants, lawyers and social workers and their spouses about their division of typically female household tasks. "I think it's going to take quite a while to change attitudes, and even longer to change behavior. Sex role socialization is deep." 

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# A BRIDGE TO RETIREMENT

## ***How to conduct a successful retirement planning program for your employees***

by James J. McFadden

**S**tarting with the realization that planning is important for all periods of one's life, it follows that retirement preparation for a period of life that can last ten to twenty-five years merits serious consideration.

With an increasing number of business, educational and government organizations now involved in presenting retirement planning programs to their employees, more and more employee services managers are finding themselves wearing the hat of "retirement planner" and setting up preretirement programs. These programs have the following objectives:

- Provide a perspective and an overview of what retirement may mean for lifestyle and daily living.

- Present a full program and provide answers to anticipated questions in the fields of money management, social security, insurance, health care, second career possibilities and problems that are on the minds of the workers.

- Motivate the worker to face retirement questions frankly and honestly, and work on getting answers that will meet his or her needs.

- Encourage the worker to take inventory of his or herself and spouse from an economic, health, social, psychological and environmental point of view.

- Help the worker and spouse explore options, identify resources, make decisions and have the satisfaction of direction in their thinking.

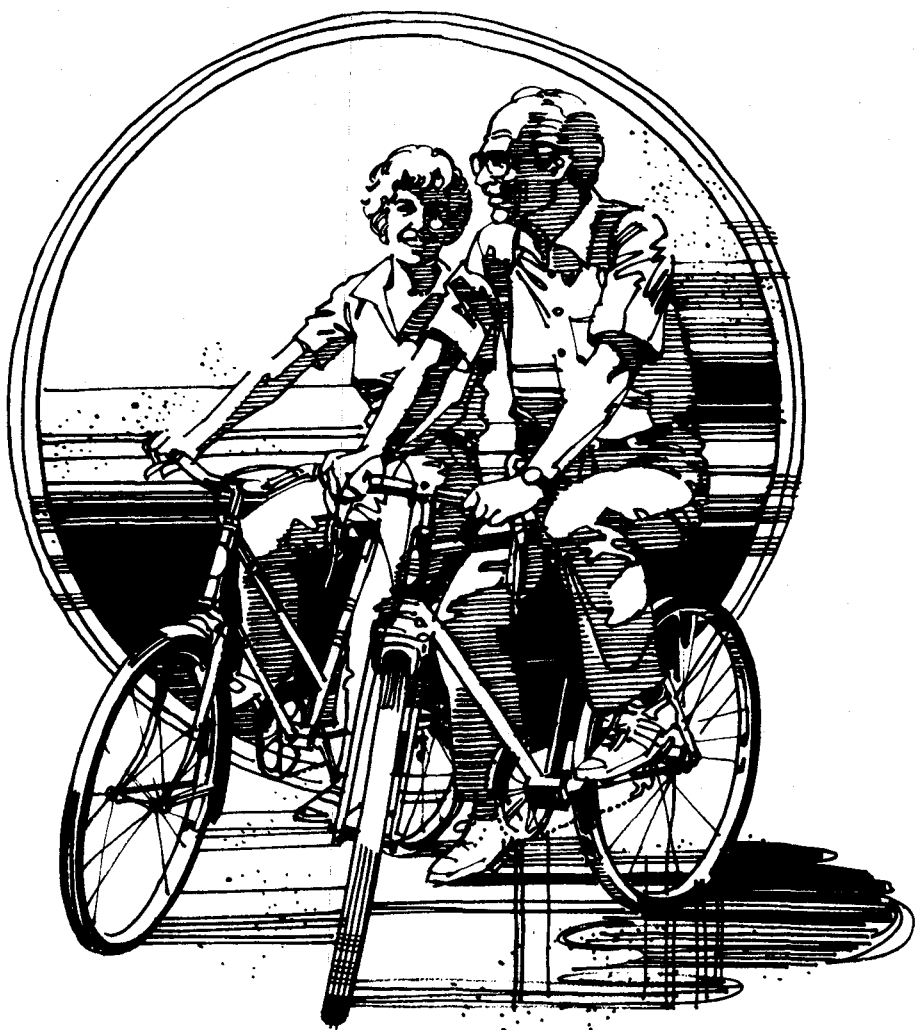
- Reduce anxiety and stress that often accompany anticipation of retirement.

Meaningful retirement planning, which involves a savings plan, preparation for a second career, maintaining

one's health and developing new interests, takes time.

Ideally, this should start ten to fifteen years before retirement. While more time to plan is preferable, a program involving individuals even a year before retirement will be helpful.

Effective participation requires small groups and attendance of the spouse or other adult who will be sharing the retirement with the employee. All too often, retirement puts difficult stresses on marriages and long-standing relationships. By having both partners at-



tend the program, participate in the discussions and ask the questions, there is a much better chance of a successful retirement and a plan that is practical and operational. There are too many vital questions to be left to only one partner or to be explained later by one to the other.

## Pre-Retirement Planning Topics

**Overview to Retirement.** This session gives an introduction to what retirement planning is all about. It will also touch briefly on all the topics that will be covered in the seminar program.

**Company Benefits.** This session gives a detailed explanation of company retirement benefits, estimates of retirement income, options available to the retiree and other benefits after retirement.

**Financial Planning.** This session covers budgeting for retirement, investments, inflation factors, social security and retirement income.

**Health and Safety.** This session gives seven rules that can add ten healthy years to life. It also includes tips on nutrition, mental health and exercise programs.

**Legal Affairs.** This session will cover wills, contracts, estate planning, legal fees, etc.

**Leisure Time.** This session explores meaningful ways that leisure time may be spent. It discusses various hobbies, volunteer work, travel, etc. Naturally, the employee services manager can play a vital role in this area by not only providing retiree clubs and activities, but by helping pre-retirees establish meaningful leisure-time pursuits.

**Sources of Income/Second Careers.** This session discusses how to seek part or full time employment and explores various business opportunities and things to be considered if you want to start your own business.

## Length Of Sessions

This depends upon many factors. Are the individuals at one location? How difficult is it for the spouse to attend? Will it be held on release time or after hours?

## Format For A One Day Seminar

8:30 AM	Welcome by a Representative of Management or Director of Employee Benefits
9:00	Show OVERVIEW of retirement film or a speaker on areas of concern that retirees should address—Where to Live—Second Careers—etc.
9:20	Discussion
10:30	Break
10:45	Explanation of Company's pension benefits
12:00	Lunch
1:15 PM	Financial Planning—Budgeting, investments, Social Security, income; insuring a favorable balance of retirement outgo and income
2:15	Legal Affairs—Estates, wills and inheritance taxes—making sure what you have worked for over the years will be distributed according to your wishes
3:15	Break
3:30	Health—Diet, exercise, good health habits, Medicare, Medicaid, Blue Cross-Blue Shield
4:30	Wrap up

The program could be seven two-hour sessions or a one to two day presentation. A one day session would be limited to an overview of retirement, plus sessions on finance, legal affairs, health and an explanation of the individual's pension plan.

## Method Of Presentation

The subject matter may be presented either by a speaker on the subject or by visual presentations. A question and answer period should follow the presentation. The speaker handles the questions, or when a visual presentation is made, a resource authority on the subject will handle the inquiries. For example, the legal session could be presented by the company attorney or an attorney obtained through the local Bar Association. If a film presentation is utilized, the attorney could be present to answer questions and comment on the film.

## Available Program Material

The participants should be provided with written material on the retirement planning subjects covered. A number of sources for this material are available. The Manpower Education Insti-

tute's READY OR NOT material, for instance, includes a handbook on retirement planning, and a video cassette or film may be previewed at minimal cost. Some other producers of program material who also provide preview material include:

**Manpower Education Institute**  
127 E. 35th St.  
New York, N.Y. 10016

**Retirement Information Associates**  
431 Colonial Drive  
Monroeville, Pa. 15146

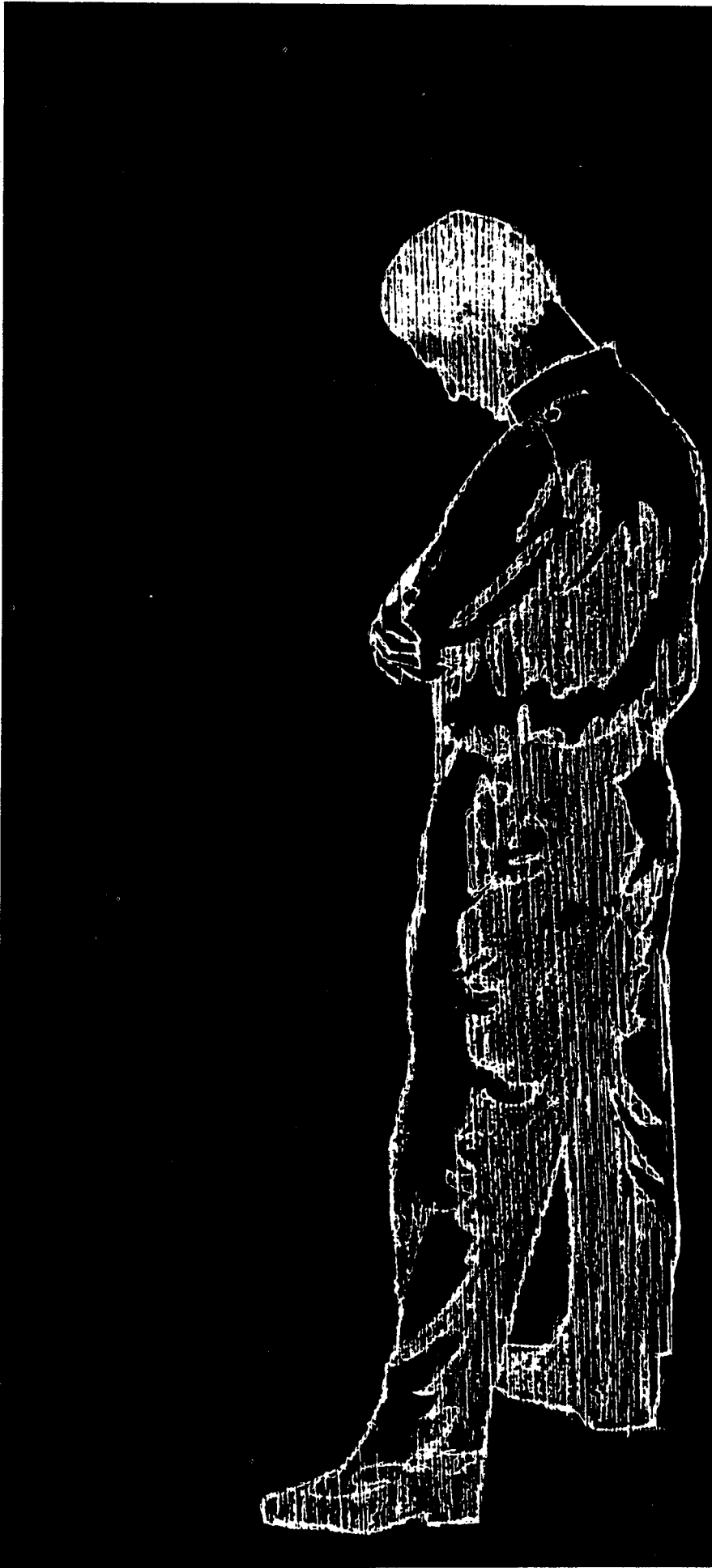
**Fifty Plus**  
850 Third Ave.  
New York, N.Y. 10022

**American Association of Retired Persons**  
1909 K St. N.W.  
Washington, D.C. 20049

**National Council on the Aging**  
1828 L St. N.W.  
Washington, D.C. 20036

**R**etirement marks a major transition in an employee's life. By setting up a retirement planning program, employee services managers can help workers ensure that the transition is a successful one.

*James J. McFadden is the president of Manpower Education Institute in New York.*



# Helping Employees

***From alcoholism to drug problems, EAPs are helping***

by Peter Roche, A.C.S.W.

**I**t is conservatively estimated that 25 percent of the population at large is in need of psychological support, counseling or indepth treatment for a variety of problems such as substance or alcohol abuse, personal, family, marital, or child oriented problems. With increasing regularity, mental health professionals who in the past felt it inappropriate or impossible to work with business are finding that it is not only possible to work cooperatively, but to also help both the business and the troubled employee.

The cost to the community and the economy for *drug abuse alone* is over 25.8 billion dollars, according to a government-sponsored study by the Research Triangle Institute.

But even more germane to business is the fact that the troubled employee costs the employer, on an annual basis, well over 50 billion dollars. A program that can cut such costs is clearly a sound business investment.

# the Troubled ee

## e to marital troubled employees

Corporate America is learning that employees cannot be chastised into leaving their problems at home. Unlike Dorothy in the Wizard of Oz, problems do not disappear when we wish simply by clicking our heels three times.

### How Business Loses

Troubled employees have been described by Bolyard as "those whose life problems affect social, emotional, intellectual or physical functioning to the point of reducing their ability to perform work assignments." While the "symptoms" are as varied and complex as are human beings, typical behaviors of the troubled employee may include: unpredictable behavior, immaturity, lack of concern for others, difficulty in decision making, pessimism, apathy, hostility and inflexibility. Poor concentration, withdrawal and a lack of organization are further indicators of an employee who is having difficulties. Such employees have higher

rates of illness and accidents. Absenteeism is a particularly pervasive problem.

Through research commissioned by the Indiana Business-Industry Employee Assistance Project, we are better able to see the impact of the troubled employee on absenteeism.

An employee with alcohol problems has 4 times the absenteeism rate as the "non-troubled" employee. Those with drug abuse problems had a rate 5 times that of the non-troubled employee. Emotional problems also reflected a rate 5 times that of the norm, while family problems caused employees to miss nearly 6 times as many days.

In addition to absenteeism, losses also accrue from impaired sales, poor public relations, increases in required supervisory time and disciplinary actions. Higher insurance rates, excessive leaves of absence and poor morale as well as training for replacement personnel all serve to dampen even the brightest of financial outlooks. High waste, lowered production, poor quality control and higher workmen's compensation costs all affect the bottom line.

It is estimated that for alcoholism alone, 1 in 10 employees will have a problem. Further, 25 percent of their salary will have to be spent by the employer to deal with the resulting problems.

Simple arithmetic will bring the stark reality into focus. A company with 100

employees and an average salary of \$15,000 will spend \$37,500 each year just to deal with the troubled employee and will continue to do so annually as long as the problem continues. This employee will be late 3 times more often, will request early dismissal 2.2 times more often, will have 2.5 times more absences of 8 days or more, will use 3 times the usual rate of sick benefits and is 5 times as likely to file a workmen's compensation claim.

### Recent Explosion

Although the recent explosion of interest in and awareness of Employee Assistance Programs (EAPs) would seem to suggest otherwise, the concept of providing a way for employees to resolve their personal problems is not a recent development but one whose seeds were planted more than 40 years ago. Maurice DuPont Lee, then Chairman of the Board at DuPont, learned of Alcoholics Anonymous and, knowing that alcoholism was a problem within the company, thought that a similar program might work as an alternative to the termination of a trained employee.

Other companies soon followed suit; Eastman Kodak, Western Electric, Allis-Chalmers, Consolidated Edison and New England Telephone joined the ranks of those businesses with the foresight to see to the needs of their employees.



# Troubled Employee

While there can be little doubt that American business has changed in the ensuing 40 years, one thing has not. Companies then and now aim for success and earnings. While we can assume that Mr. Lee cared about his employees, we can be equally sure that economics played the major role in his decision.

In the years since, and in the past ten in particular, there has been a rapid proliferation of EAPs. It is estimated that there are well over 5,000 such programs nationwide at present covering more than 11 million employees as well as their families. Such large, well known firms as U.S. Steel, Sears, International Paper, Amtrak, General Foods, Polaroid, ITT, Xerox, GM and CitiBank have all incorporated Employee Assistance Programs into their firm. In fact, more than half the Fortune 500 companies have an EAP of one type or another. Smaller businesses as well as school districts, banks, and local and state governments have also joined in to provide such services to their employees.

## Does an EAP Help?

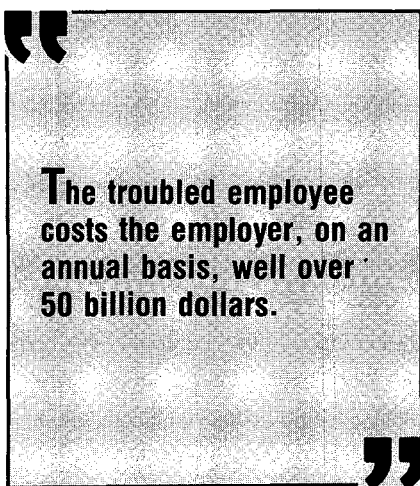
EAPs work. With the exception of the past 10 years, EAPs have dealt almost exclusively with alcohol and drug related problems. Thus, most figures deal only with alcohol and drug abuse programs. In such cases, a useful rule of thumb is to double the cost to arrive at the costs for all employee problems.

In Minneapolis, Northern States Power Company found in a 5 year study that average sick leave usage by troubled employees was reduced by more than half through their EAP. Productivity increased by 23 percent.

The New York Transit Authority reports an annual savings of 2 million dollars since beginning its EAP, which includes non-alcohol and drug related problems as well.

The United States Postal Service also found a 2 million dollar savings with a "broad brush type program" cov-

ering emotional as well as alcohol and drug problems. In similar programs, Amtrak has found a savings of 1.5 million dollars, while Phillips Petroleum sites savings of 8 million and Illinois Bell estimates savings of \$459,000 per year.



As General Motors Dr. Robert G. Wieneck noted in a *Newsweek* article, "An employer today in this country cannot afford not to have an Employee Assistance Program."

## What To Look for in an EAP

EAPs come in various sizes, shapes and styles, and as a general rule there is a type and style to fit all employee and corporate needs.

Basically, there are two types of coverage. Although in earlier years coverage was initially aimed at the alcohol and substance abuser, within the last decade, with the advent of the increased information regarding employee problems, a "broad brush" concept has evolved. With the increased recognition that individual, family and parent-child problems may create even more serious work-related consequences than drug or alcohol related problems, EAPs are being offered by organizations able to deal with a broad range of human behaviors. Such programs provide services to deal with marital and individual problems, par-

ent-child problems as well as alcohol and drug related difficulties. Many agencies have programs dealing with compulsive gambling and sexual dysfunction, as well as problems with the family in which there occurs domestic violence. Some EAPs even offer such specialized services as occupational counseling, money management and divorce mediation.

Another variable is that of program type. Again, there are basically two formats—a treatment model and an information and referral model. Both programs provide a specified number of diagnostic or assessment interviews to ascertain the type and severity of the problem. Information and referral programs generally provide such diagnosis and assessment followed by referral to an appropriate provider within or outside the community.

The basic advantage to such a program is its ability to refer, if it chooses to do so, to a wide range of providers. Its major drawback is closely linked to that same ability to refer to a wide range of providers. Whenever a referral is made from one agency to another, there is a dropout rate. A percentage of employees and their families, if covered, will never reach the EAP program. Of those that do, another percentage will "fall through the cracks" when a second referral to a treatment provider is made following assessment.

Obviously, a provider who has the ability to both assess and treat a wide range of problems is likely to have a lower dropout rate and thus employee and employer are likely to get more of the benefit. Some problems, of course, may require very specialized services or inpatient treatment and thus may still require referral. It is important to know what follow-up services an EAP will offer if a referral is necessary.

Location is another important issue. Programs are of two sorts: on site and off site. While on site programs offer convenience, it may be difficult to see families, insure confidentiality or provide evening hours. Off site programs

may have less difficulty providing for confidentiality. In addition, they may have more than one office and may provide both day and evening hours. It is generally acknowledged that off site EAP programs are the best utilized and provide the fewest drawbacks.

Finally, there are many types of providers. Some EAPs are offered by profit making groups whose sole business is the provision of Employee Assistance Programs. Others may be community supported, wholly or in part, and thus be designated as not-for-profit corporations.

## Costs

EAPs are funded in a number of ways. Usually the first few visits (the assessment or diagnostic phase) are covered by the employer. This coverage comes in a number of variations and can be tailored to the needs of the purchaser.

Some companies pay for the first two to three visits and then cover a certain number thereafter, perhaps five to seven, at 80 percent or 50 percent of cost. This not only reduces costs, but also allows the employee to invest in his or her own treatment, a concept which is generally regarded as desirable from a clinical point of view. Some firms choose to cover the initial sessions completely, after which the employee becomes fully responsible or utilizes his or her own available insurance coverage.

The cost for those initial diagnostic sessions is generally set in two different ways. First, an employer may opt to pay on a "fee for service" basis whereby the employer pays the full cost of each session for an employee and/or family member. This cost would be levied for each diagnostic session for which the employer has agreed to pay. A second plan is based on a "capitation," in which the employer would pay a set cost which would be charged for each covered employee in the firm.

Both plans have their strengths and weaknesses. Paying the full cost of service would mean that the cost per em-

ployee would be higher and that budgeting would be difficult since there would be no way to guarantee a set expenditure. It does allow, however, for the employer to pay only for those employees actually utilizing the service. Under a capitation plan, the charge

**An employer today in this country cannot afford not to have an Employee Assistance Program.**

would be made for each employee whether they use the program or not. This cost would be significantly lower than the full cost in the fee for service plan, often only 10 to 15 percent of the usual fee charged. It would allow, unlike the fee for service plan, for budgeting since the cost is locked in for the duration of the contract.

This brings into question the issue of how many employees might use the plan in any given year. In terms of the utilization or penetration rate, there is great variability. In general, the penetration rates range anywhere from 3 percent to 8 percent of the employees in a given firm using the EAP. The first year is often under-utilized with a low penetration rate, with succeeding years finding an increase in program utilization as word regarding confidentiality and effectiveness spreads from employee to employee. A program covering only a certain set of problems, such as drugs and alcohol, will by definition attract fewer persons than a program designed to deal with a multitude of concerns.

## The Package

EAPs differ depending upon what is covered, who runs the program, where it is located and numerous other factors. There are some basic services, however, that a program should include, such as:

- ☐ Pre-program analysis and assessment, including discussions with management, union representatives and/or employees, reviews of personnel policies, company needs, problems identified in the past and other factors which would allow for a program to be specifically tailored to the particular company.

- ☐ An implementation plan dealing with how the program would be implemented, time lines and outlining of procedures.

- ☐ Training for supervisory personnel.

- ☐ Discussion regarding employee orientation.

- ☐ Plans for program promotion.

- ☐ Ongoing consultation regarding the Employee Assistance Program itself or questions regarding specific employees.

- ☐ Periodic statistical data regarding program utilization for the employer.

- ☐ Year-end evaluation of the Employee Assistance Program.

With increasing regularity, Employee Assistance Programs as well as the entire mental health field are becoming more involved in the area of prevention. As a result, many EAPs also offer preventive services as part of the package. Some providers charge an additional amount for these services while others may include the services in the basic program costs.

## Launching an EAP

When an employer considers launching an EAP for his or her employees, the first step should be the establishment of an "advisory committee" whose task would be to consider the needs of the company and to

# Troubled Employee

be involved in the establishment of an Employee Assistance Program from the beginning. It is of crucial importance that top management on down be involved if an EAP is to be effective in

**The New York Transit Authority reports an annual savings of 2 million dollars since beginning its EAP.**

a company. Thus, an advisory committee representing management at all levels, employees and/or union representatives and support staff as well as representatives from any other groups is strongly recommended.

Once there has been a joint decision that an EAP is a desired service, the company will need to contact resources and begin interviewing and evaluating perspective providers.

It is possible that in some areas, the Employee Assistance Programs providers may be unknown. In such a case, there are several good points at which to begin. Local Chambers of Commerce may be a rich resource, and recently many Chambers nationwide have taken the lead in establishing programs for its members. Local Chapters of the National Mental Health Association or the National Council on Alcoholism, local substance abuse programs or the Association of Labor/Management-Administrators and Consultants on Alcoholism, Incorporated (ALMACA) may also be extremely useful. Another resource may be local Family Service Agencies many of whom provide, through their national organization and/or locally, Employee Assistance Services.

Once the providers of an EAP have been identified, discussion should be held with them regarding the services they offer. Although issues to be investigated during the interview process will vary from company to company, once again some basic information is crucial. Such information would include but is not limited to:

1. Is the provider accredited by a recognized national accrediting body?
2. What disciplines are represented by the staff (M.S.W.'s, C.A.C.'s, R.N.'s, M.D.'s, Ph.D.'s)?
3. How long has a particular provider been established within the community?
4. What is the reputation of that provider within the community?
5. Does the provider have other contracts and will they allow you to contact those other companies for further information?
6. Is the office(s) conveniently located?
7. Are there provisions made for emergency and/or crisis situations?
8. Does the provider have linkages with other community resources?

## The Broad Brush Approach

EAP's have come a remarkable distance since their inception and the coming years portend continued growth. As Joseph Pursch, Medical Director of Comprehensive Care Corporation, an EAP provider, and himself an expert in alcoholism has suggested, programs focusing primarily on alcoholism will be replaced with broad brush programs dealing with the total being of the employee.

"The alcoholism counselor who moved into the area of Employee Assistance will have to broaden his scope of knowledge to include many employee problem areas," Pursch contends.


Without question, there is a value in a comprehensive program which helps employees deal with the wide variety of human problems that can disrupt an

individual's ability to function and adequately cope.

Certainly, no problem is determined by a single factor nor can it be ameliorated by resolving a single problem. It is a well accepted fact within the professional mental health community that the problems which were heretofore considered to be determined by a single factor, such as alcoholism being the result of an individual's inability to stop drinking, are, in reality, family problems and cannot be resolved without family involvement and contact with professionals who have an expertise in the area of family and marital systems.

**The alcoholism counselor who moved into the area of Employee Assistance will have to broaden his scope to include many employee problem areas.**

EAP's are not a luxury provided by a benevolent employer. Rather, they are a sound business investment whose effects will be felt from the employee lunch room to the corporate board room.

The C.E.O. and smaller company president who understands human behavior, psychology and the mental health of his or her employees is becoming the norm, while the provider who understands profit margins, production quotas and the business world is becoming less and less the exception. In both worlds, it is advisable to remember that when you hire an employee you hire a human being. 

*Peter Roche, A.C.S.W. is Vice President for Clinical Services and Director of Employee Assistance Programs at Family Service of Rochester, Inc., a non-profit Family Service Agency in Rochester, New York.*



# Child Care Comes of Age

by Lois Dewsnap and June Cramer, editor



Mary's seven-year-old son Bobbie woke up with a fever. Mary had a critical meeting scheduled at work that morning which she couldn't miss. She frantically tried reaching a babysitter to no avail. Usually she could count on her sister-in-law to watch Bobbie in a pinch, but she was away on vacation. As eight o'clock approached, Mary finally decided to pack up Bobbie's things and bring him with her to work. The rest of the day he played on the floor in her office.

Mary's secretary was in a similar predicament. She had just started back to work after a three-month maternity leave, and her mother was watching her baby. Mary worried, though, that the baby might start crying for her. Worse yet, what if she became more attached to grandma? Or what if Mary missed her first words?

Meanwhile, Mary's boss Mr. Hancock sat in his office staring out the window. His first-grader had a spelling test that day. The night before he had quizzed his daughter Susie until it was bedtime, but he was still worried that

she might be nervous about the test. Or what if she did poorly and came home crying to an empty house? He kept looking at his watch, waiting for 3:30 to come around so he could call home to check on her.

In the sales department, Joan Shields was trying to work on her regional sales report. She was having trouble concentrating, however, because her mind kept drifting to her three children, ages 4-11. While she was at work they stayed at a local day care center, so at least she knew where they were. But she often wondered if they were being



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treated right. Were they eating the proper meals? And were they being taught what they needed to learn, or were they just sitting around watching TV and playing cops and robbers all day?

**T**hese are just a few of the many concerns that weigh heavily on working parents' minds. With the advent of two-career and single-parent households, the issue of child care has become more important than ever. No longer is there a standard answer to the question, "Who's watching the kids?" In fact, today it's quite likely that it's *not* the mother.

"The myth of the superwoman has been broken," asserts Dana Friedman, senior research fellow for The Conference Board. "The sheer number of working women makes child care a very real issue that needs to be addressed."

Indeed, the numbers are staggering. Today there are 6.8 million children under the age of six and 22.8 million children between 6 and 17 with mothers working. By 1990, 10.4 million children under the age of six will have mothers in the workforce.

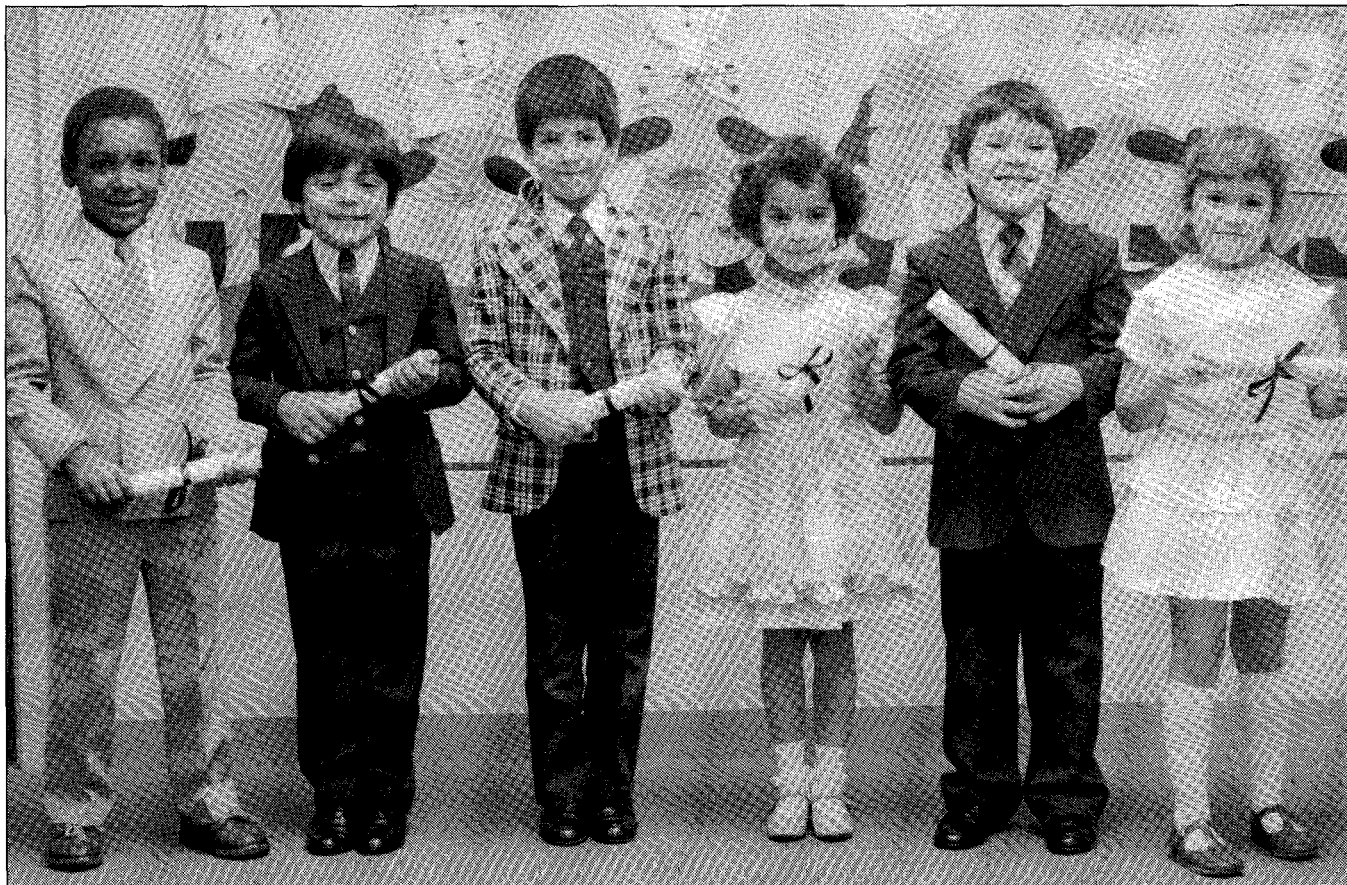
And the picture is changed radically by the day. A study done by the Family Resource Coalition Report, 1984, on families with children under 18, shows that between 1960 and 1984 the number of "one parent-one paycheck" families increased by 430%. This was mainly due to the increased divorce rate, in which case custody was usually given to the mother. The same study shows that "two parent-two paycheck" families increased by 221%. Many of the women in these families are working because a second paycheck is needed to maintain a standard of living that is important to them.

## The Benefit of the 90s

The greatest need of working parents is child care. The changing composition of the American family and workforce suggest that child care may become the "employee benefit of the 1990s," according to *Issue Brief*, a publication of the Employee Benefit Research Institute (EBRI).

Yet, with such a need, relatively few employers provide some type of child care service for their employees. Some estimate the number at 600. Even the most generous accounts put the nationwide total at under 2,000.

The numbers *are* multiplying, however. "The number of companies getting involved in child care is definitely growing," notes Friedman. She explains that one possible reason for the current low numbers is that the eco-



The first graduating kindergarten class from Fel-Pro's (Skokie, IL) day care center. Says Scott Mies, day care director: "What price is the health and safety of a young child? Because Fel-Pro values its employees, we pulled out all the stops to give them a quality day care center."

conomic climate is not very conducive and may hamper corporate initiative.

Another obstacle, Friedman contends, is the lack of information on the range of child care options a company might have. While most employers think first of an on-site day care center, this may not be appropriate for small firms, or for this in congested downtown areas where space costs are high. Also, many parents find it difficult to bring their children to their workplace during the rush hour.

"There are alternatives to building a day care center in a plant or office," says Friedman. Among them: Establishing a family day care network, contracting for slots in an existing center, creating an information and referral system, providing parent education seminars, or helping employees pay for a portion of their child care costs.

"Just as no two companies are exactly alike, no two child care programs can be identical," says Barbara Adolf, one of the co-founders of a New York-based consulting firm that helps employers develop a child care program which will fit their needs as well as the needs of their employees.

## Nagging Worries

One of the biggest problems Adolf sees among working parents is an anxiety about their current child care services. For many of these parents, employer-sponsored child care means they can sigh in relief.

"Child care is so new for so many people," she says. "They're just not comfortable about the quality of their care." Adolf tells the story of an ambitious working mother who was quite concerned about her 8-month old baby. She wasn't sure if her current babysitter was doing a good job. Adolf's goal is to help educate such parents as to what's available and how to improve it.

Pat Ward, child care consultant for Steelcase, Inc. in Grand Rapids, Michigan, agrees with this assessment. "For many parents, the issue of child care can be quite overwhelming," she con-

## Working Mom's Guilt Level at All-Time High

The number of working mothers is at an all-time high. So is the level of guilt.

A University of Missouri-Columbia (UMC) researcher says that maternal guilt experienced by today's working women is in all likelihood greater than that of earlier generations, when women worked primarily out of economic necessity. It also probably is greater than what will be experienced by future generations, who will have working mothers as role models.

Using what has been dubbed the "maternal guilt scale," Mary Beth Mann, a Ph.D. candidate in home economics, has measured the guilt feelings of 89 middle-class women in the greater Kansas City metropolitan area who are combining careers or education with motherhood. The study may be the first attempt ever to confirm and document the influences of maternal guilt.

Ms. Mann says that working women today are faced with a more difficult dilemma than women of past generations.

"These are baby boomers who are now of childbearing age. They were socialized at a time when good mothers stayed at home. But they also were greatly influenced by the women's movement at a critical point in their development," she explained.

And, unlike working women of past generations, many of today's mothers

are working out of choice, not necessity. They also are in the work force while their children are infants and toddlers, she said.

According to the U.S. Department of Labor, the number of women in the labor force with children under the age of one has almost doubled since 1970. A total of 46.6 percent of 19.5 million women in the labor force have infants or toddlers.

Ms. Mann's research indicates the degree of satisfaction with the day-care center, the sex of the child, and the level of satisfaction with communication between the center and the mother are the factors that most readily affect the guilt level of the mother.

As is to be expected, the mother who is satisfied with the day-care environment does not report suffering the higher levels of guilt. Surprisingly, however, the research also indicates that the better the communication between the day-care center and the parent, the more guilt the parent feels.

"It can be concluded that mothers who know more about what is going on in their child's daily life report feeling guilt as they realize that by working they are missing some of their child's first development," Ms. Mann says.

Research also indicated that parents tend to be more protective of girls than boys.

tends. "It's not an easy thing to balance a family and a career."

Ward adds that most people find these anxieties lessened when they are confident in the quality of their child care services. "Comfort level is what we're talking about," she says, and employees concur.

"My wife and I both work nights. We couldn't do our jobs well if we didn't feel comfortable with our child care arrangement," says Bob Arnold, a machine room employee at Steelcase.

"I see people very relieved of stress when they finally find a child care option they have faith in," says Adolf. "It's incredible."

## Were are The Children?

So what's out there for employees with children? Time was when Grammy or Aunt Suzy would take care of the children. Now Grammy has a busy, active life of her own, and Aunt Suzy has her own job.



# Child Care

The largest percentage of children are in family day care homes, in which a woman cares for a small group of children in her own home. In Massachusetts the limit is six, including no more than two infants.

Massachusetts has more than 8,000 registered Day Care Homes, and the "guesstimate" is that there are as many more who are not registered. Registration is with the Office for Children and is voluntary. It means the home will be listed with the Office for Children, and the name may be given to parents who call looking for care in a certain area. Unfortunately, funding does not support a staff large enough to prescreen or monitor the homes.

In the Hanover, New Hampshire area, seventeen local employers contribute to the Child Care Project. Offices are at Dartmouth College, and Susan P. Brown is the Director. The Project recognizes both the needs of parents who are looking for child care and the needs of the providers. Being a home provider is a lonely and confining business, and without support, many give up after a short time leaving parents to start all over. Even more important, the children must adjust to a new situation.

The Montefiore Medical Center in New York decided that a Family Day Care Network was the most practical approach for them, and contracted with Future Nurture, a local provider training agency, to plan and direct their program.

"The effect on our employees, as well as on our community, has been extremely positive and has reaped rewards far beyond our original intent in going into this program," reads a report on this program. "Good feelings on the part of the community toward the medical center are very important, for the medical center requires the community's approval each time it builds or expands." The use of homes in the community created these good feelings.

In general, family day care homes range in quality from mediocre (good babysitting) to excellent (care that un-

***"My wife and I both work nights. We couldn't do our jobs well if we didn't feel comfortable with our child care arrangement."***

derstands and meets a child's developmental needs.) But too many are below standard, and far too many parents, while they are working, are haunted by a nagging worry about the care their children are receiving.

A substantial number of children attend Child Care Centers. Many of these are run independently, others are part of Day Care Chains. Chains usually set standards which all their centers must meet, including training for staff, and an educational program.

One inescapable fact is that good care is expensive. There is no doubt that it is a financial burden, but most parents see the right setting as an investment in the child's future. The early years are the formative years, and the right care can have a positive affect on the child's whole life. Likewise, poor care can have a detrimental effect on the child and the family.

## **Why should companies get involved?**

As we already stated, a very small percentage of child care centers are employee-sponsored. As many employees are looking to their employers for help, employers are saying, "Why should I?"

This is a perfectly valid question. Management has a responsibility to the company's investors. No matter how "caring" the president of a company may be, he still has to keep a sharp eye and a firm hand on the financial picture. However, there is growing evidence that making quality child care available to employees makes good business sense. When the companies doing this are surveyed, they invariably show reduced turnover and absenteeism, improved productivity and morale. This is one "benefit" that works for the employer as well as the employee.

Probably the most important factor to consider is in recruitment-turnover. Recruitment costs vary considerably, depending on how great the need is and the type of employee being sought. According to a survey done by The Employment Management Association of Wellesley, Massachusetts, recruitment advertising expense averages over \$100,000.00 per company (per year).

Nurses are among the more expensive employees to replace. Beverly Hospital in Beverly, Massachusetts chose Child Care Management, Inc. of Needham, Mass. to set up and manage its Child Development Center. In the first year, seven nurses returned from maternity leaves and made it plain that without the Center they would not have returned. The savings to the hospital offset the cost of set-up, and each year since six or seven nurses have returned. Since the Center was set up to be self-supporting once established, the hospital is way ahead now.

Because of the variants involved, no specific figures can be given here that would apply to all. However, there are some common factors to be used in measuring cost:

- Newspaper advertising. If your company has bought a full-page ad in a large city paper, that is a major expense. The *Boston Globe* charges almost \$20,000 for a full page in the Sunday edition.

- Add to that the work hours spent interviewing. Key positions sometimes call for several interviews.



Children learn through play, note child care experts. Today's child care programs should be more than just a babysitter—they should be concerned with each individual child's personal development.

- Then consider training. The trainer's productivity goes down, and the new worker's productivity will not be up to standard until the training is complete. If the worker is a member of a team, the whole team may be affected during this time. Bookkeeping costs are also increased, with payroll changes and forms to fill out and file.

- Now add in the tax deduction for child care assistance, which may bring your actual dollar cost down as much as 50%, and one major recruitment campaign may equal the cost of setting up your own on-site center. (Contrary to popular belief, it does not have to cost hundreds of thousands of dollars. A center may be set up, including professional fees, for as little as fifty thousand dollars, depending on the space that is available.) Once the center is up and running, future recruitment needs will be less, but when they are necessary, the child care center will be a big drawing card.

- Another expense factor is absenteeism. This is extremely difficult to document, because companies have such widely differing policies and there are many valid reasons for absenteeism that have nothing to do with child care. Again, however, companies offering child care almost always give reduced

absenteeism as one of the benefits they have noticed.

- Productivity is also hard to measure. Employers do recognize that job attitude is important. According to the "Study of Employer Sponsored Child Care" done for the Department of Health and Human Services and published in August, 1984, "these voluntary comments provide strong substantiation of the view that access to child care proximal to the worksite is a highly valued benefit . . . study respondents repeatedly took the opportunity to express appreciation repeatedly took the opportunity to express appreciation and gratitude that their employers had relieved them of the conflicts and anxieties about child care."

When such "conflicts and anxieties" are present, they show up in costly mistakes on the assembly line, errors in computer input, or poorly handled management decisions. It all costs the company money, and it is literally "money in the bank" for the company to allay those anxieties. Employers know that the worker who can give 100% of his attention, energy and enthusiasm to the job will be more valuable to the company.

## Setting Up a Child Care Center

What is involved in setting up an on-site center? First there is space. You must know what regulations require in your state. In Massachusetts the indoor requirement is 35 square feet per child, but when you have infants, that really should be 40 feet. With infants you need first floor space, bearing in mind that in the event of an emergency a teacher should be able to put three babies in a crib and roll it outside.

However, given these two basics, you can be creative in finding and using space. At Beverly Hospital the center is in a building that used to be a nurses' dormitory. In another hospital the center used to be a basement science lab, but with the help of architects and designers, it has been made into a very attractive setting. Unless space is built in from the onset with child care in mind, you rarely have just what you want—so you learn how best to use what you have.

Of course, once you have found your space you must make sure it meets all local and state regulations. The building inspector will be very specific about any changes that must be made, and the Fire Department and Health Department will also be involved. Until

# Child Care



A good child care director must believe in quality care and want the best for the children.

you pass all health and safety requirements you cannot possibly satisfy the state licensing agency, so don't miss anything.

The next step is to hire a director. The director is the key to the quality of the center. You can set all the standards you want, but if your director only pays lip service to those standards, they might as well not be there. The director must *believe* in quality care. The director must *want* the best for children. The director must also know all regulations regarding child care and the reasons for them; must be familiar with educational equipment and know how to order wisely and without waste; must have a background in child development, so she knows what children need at different ages; must be able to talk with parents under all circumstances; must be a good business woman, who keeps a careful record of expenses and is able at any time to be accountable to the employer; and must be able to hire and train a staff. Above all, she must be on the spot, knowing just what is going on at all times. A top director does not stay in her office all day!

Another important factor in providing quality is staff training. Whether this is done by the director or by an outside source, it must be meaningful and consistent. All staff members should go through the same basic training, and this is not easy when new people are often hired during the year.

Nationally known expert in early childhood education, Grace Mitchell, Ph.D., has designed a series of videotapes called "Fundamentals for Caregivers." The tapes deal with such basics as discipline, zoning, daily routines, curriculum, health and safety requirements, and nutrition. With these tapes, a director will be able to make sure all her staff members cover all the basics. These tapes are available from Tel-Share Publishing Company, P.O. Box 679, Marshfield, MA 02050.

To be sure, training does not stop there. Monthly in-service programs as well as frequent conferences between director and teachers are absolutely essential.

Tuition rates would be astronomical if a center hired only college trained, certified teachers. This makes it all the more important for the director to have

the knowledge and experience needed, and to be able to share it.

Curriculum, when you are talking about pre-schoolers, means using materials, equipment and activities appropriate to the ages (and developmental stages) of the children. Providing a good curriculum is like walking a tightrope. You must keep a balance between making success possible, but not losing the challenge; allowing for initiative and self-expression, but not at the expense of other children; between an environment that is colorful and stimulating, with a wealth of materials, but is not cluttered and chaotic. Obviously, the process which helps inexperienced teachers become adept in all these areas is a slow one, and training never ends.

"It's essential that your child care center be more than just a babysitter," contends Adolph. "A good child care program listens and talks to the child and addresses his or her development. Young kids learn through play."

## Looking to the Future

A growing market and better-educated parents guarantee that child care in the future will be more plentiful, more convenient, of higher quality and better regulated.

□ As more and more employers come to realize the advantages to them, company-sponsored child care will increase, and on-site or nearby centers will be the first choice.

□ Consortiums of several employers sponsoring a center for their employees in a site convenient to them all.

□ Satellite systems in which several central city employers (such as banks or hospitals) join a system which has centers surrounding the city and located on roads leading into the city. Employees of any one of the system members could use whichever center was convenient to them.

□ Supervised family day care networks set up for a company that has no space. The difference between this and independent home providers lies in the pre-screening, training, supervision and support, and monitoring. This

is another service offered by a child care company that specializes in working with employers.

□ More after-school care. In some companies, this is the area of greatest need, and such a company may set up for just this service.


□ Child care as an amenity in an office park, along with health and fitness centers.

**I**t should be pointed out that the benefit to a company depends on the kind of care it offers. The "Study of Employer Sponsored Child Care Services" showed that on-site centers had the biggest influence on people's taking a job. Nearby-sponsored care came next, while information and referral had little effect.

A voucher system works only if good care is available in the community. If the parents are unhappy with the care they find, the company has wasted its money.

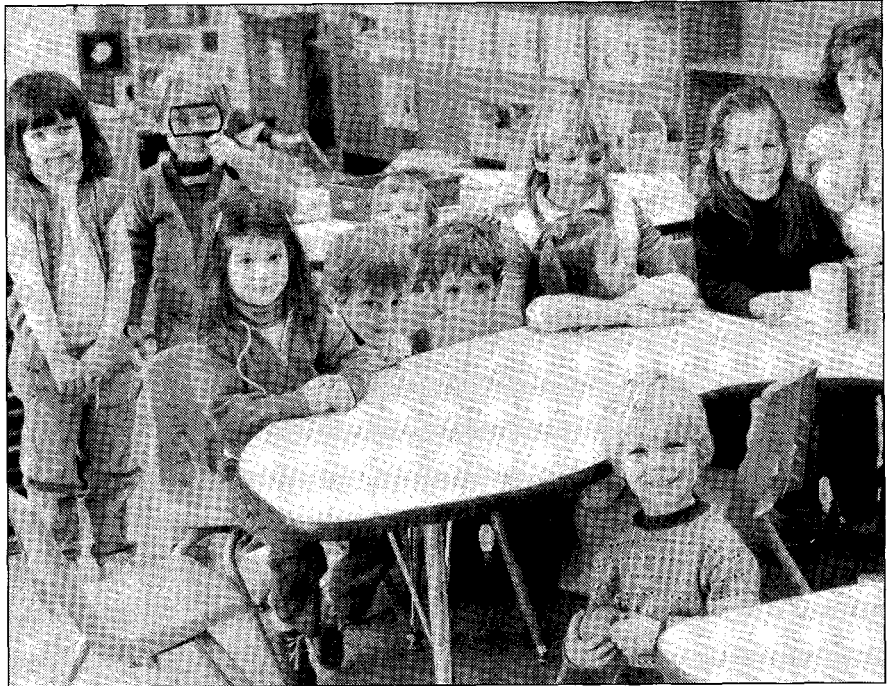
Last of all, companies are better off if they work with child care professionals. A company that makes shoes, or luggage, or computers is not in the child care business—and child care *is* a business. What's more, it is a complex business with very sensitive areas and unique problems. Working with the right people can make sure that the child care services an employer offers can be a benefit—not a bust!

Corporate child care has grown from its infancy and has certainly come of age. And it's still developing.

"Over the next five years, industry and business in general will include child care in their employee packages," predicts Ann Muscari, director of corporate marketing for Kinder-Care. "This will become a standard benefit." 

*Lois Dewsnap is the vice-president for public affairs and marketing at Child Care Management, Inc. in Needham, MA.*

*For more information and a list of resources on child care, contact NESRA Headquarters.*



At Steelcase, Inc. in Grand Rapids, MI, an innovative child care referral program matches employee child care needs to community child care programs. Among the other offerings of their Child Care Service: child rearing information, parent education seminars and technical assistance to increase the quality of community child care available. Says James C. Soule, Steelcase vice president of human resources: "Steelcase employees sense a feeling of family." That's one reason the company has been recently named one of the "100 best companies to work for in America."



# Working with the Older Workforce

*The American workforce is showing a lot more wrinkles. But that doesn't mean older workers are necessarily ready to retire. In fact, they're more productive and rarin' to go than ever.*

by June Cramer, editor

**O**nly a few years ago, the worn faces on the right were considered commonplace.

In fact, it was not too long ago that getting old was a dirty word. Older workers were expected to pick up their gold watch, senior citizen card and bottle of Geritol on their sixty-fifth birthday, and then retire to a trusty rocker.

Today, thanks to increased media and corporate attention, these misconceptions about older workers are fortunately being displaced.

"We're aware now that there are various degrees of being old," notes Clare Corbett, senior training representative for the Harvard Center of Training and Development, and president of the International Society of Preretirement Planners (ISPP). "Before, when people reached sixty they were put on the shelf. Now people at eighty are still very vital."

"Companies are realizing more and more that they need to work with the older worker and provide tools for everyday needs," echoes Daisy Miller, owner of Retirement Plus in California.

Part of the reason behind this sudden

interest in the older worker is that America's population is graying at a faster pace than ever before. This is the century of the senior citizen. According to the National Council on the Aging, 36 million Americans—one out of every seven persons—is over the age of 60. In the last 80 years alone, the number of older people has increased two and a half times as fast as the overall population.

And this trend shows no signs of dying. By the year 2000, the U.S. Census Bureau predicts that there will be more than 50 million people aged 55 and over, almost a 20 percent increase since 1980.

## PLANNING IS CRITICAL

What does this mean for the American workforce? For one, it emphasizes the need for companies and employees alike to do more planning.

Consider this scenario:

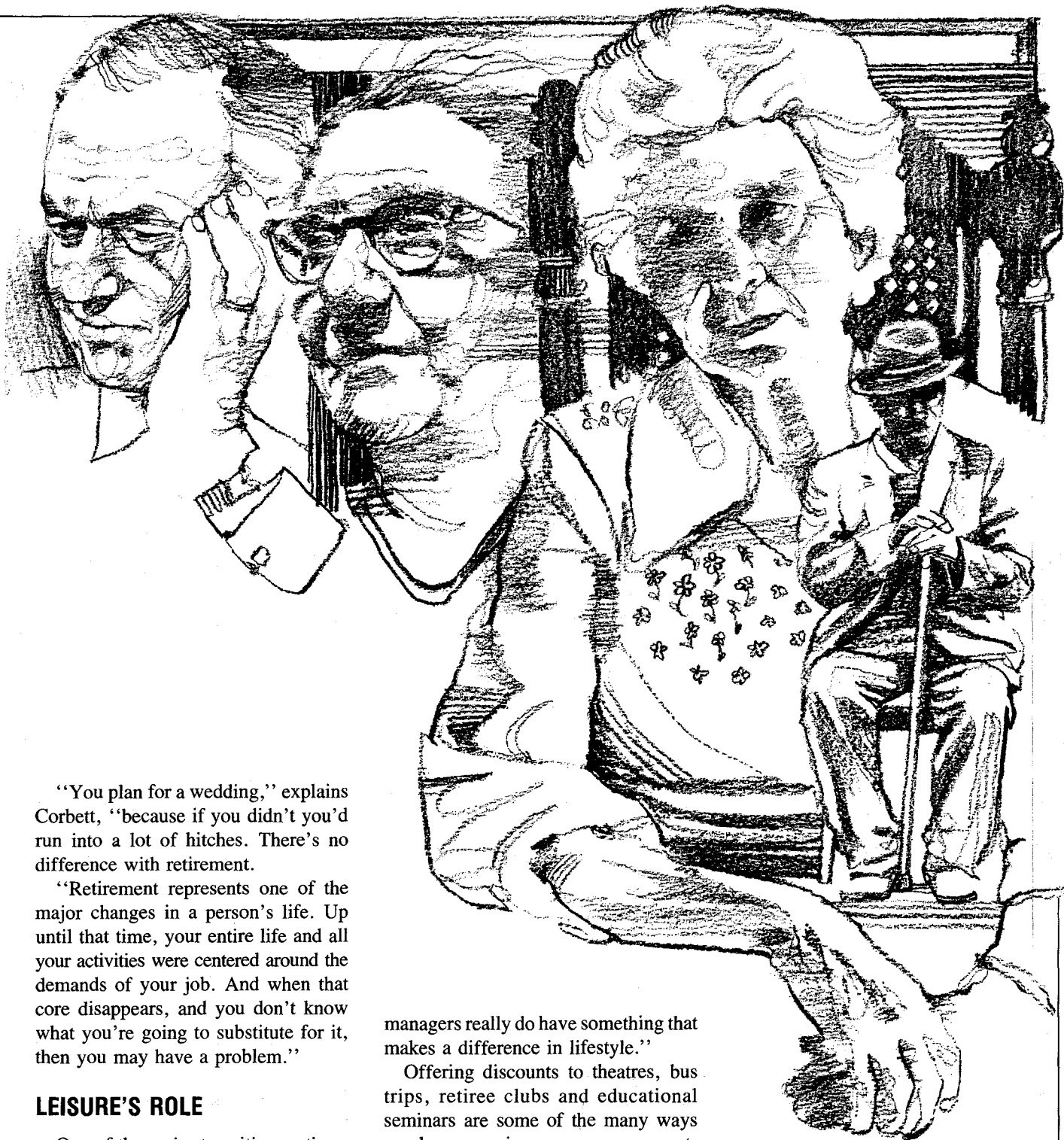
*On my own retirement day, my wife did not run out to meet me with open arms. Her face did not smile and her voice did not sound*

*like an ice cream sundae, butter-scotch or otherwise. I offered to take her out to dinner that night, but she declined (with thanks though). She'd had a busy day and would have a busier one tomorrow. . . . What my wife knew—and I didn't—was that my new lack of routine was going to conflict daily with her old, established one.*

Written by Howard Shank in his recent book, *Managing Retirement: The Surprising Opportunities and Challenges*, this candid revelation underscores the need for older workers to plan for their retirement.

"There should be no real difference in lifestyle between before and after retirement," contends Herbert Clark, professor and expert on retirement and aging at the University of Saskatchewan. "Planning is critical, because after retirement you become your own boss."

Retirement, experts say, is one of the biggest decisions that a person makes in his or her life. Naturally, it makes sense that one should plan carefully for such a life adjustment.



"You plan for a wedding," explains Corbett, "because if you didn't you'd run into a lot of hitches. There's no difference with retirement."

"Retirement represents one of the major changes in a person's life. Up until that time, your entire life and all your activities were centered around the demands of your job. And when that core disappears, and you don't know what you're going to substitute for it, then you may have a problem."

## LEISURE'S ROLE

One of the major transitions retirees must make is deciding how to spend their newly-acquired leisure time. This is one major area where employee services managers can help the older worker.

"Employees better start now to build bridges by becoming involved in activities," says Miller. "It will help the transition."

"I think employee services can make a big contribution toward helping retirees become more prepared," contends Corbett. "Employee services

managers really do have something that makes a difference in lifestyle."

Offering discounts to theatres, bus trips, retiree clubs and educational seminars are some of the many ways employee services programs can satisfy older workers' needs.

"We've only scratched the surface when it comes to helping retirees," says Henry M. Wallfesh, president of Retirement Advisors Inc., a retirement planning and preparation firm. "Without a doubt, employee services managers can make a major contribution in retirement planning."

"The employee services professional is in a wonderful position to provide pre-retirees with advice on a non-threatening basis," he adds, "because

they have already developed a sense of trust with the employees."

By helping employees develop leisure patterns and hobbies which they can carry on after retirement, employee services managers can help prepare older workers. Get your employees involved in company activities before retirement, and they'll stay involved long after they're gone from the office.

"I hear so many retirees say 'I don't know what the hell to do,'" says Clark. "Some employees thought they



# Older Workforce

planned, but few actually did."

Employee services managers have a responsibility to see that their older workers are looking ahead to the future. "Retirement planning usually doesn't start with the President," notes Corbett. "It usually starts with someone who deals with the retirees and realizes their needs.

"I do think that there is a real role that NESRA members can play in retirement planning," she adds. "Maybe they can hook up with the person responsible for retirement planning in their company and contribute to the program by doing a session on the role of leisure in a retiree's life."

## EXPLODING MYTHS

Another area in which employee services managers can contribute is by making other employees aware of the misconceptions about aging.

Exploding a myth isn't easy. Results of a survey recently released by the National Council on the Aging reveal that fully 45 percent of Americans believe that "senility" develops in old age as a matter of course, as naturally as do wrinkles and gray hair.

And there is a lot of other folklore going around about older workers. "Another myth is that old people have no interest in sex," says Corbett.

The trouble with myths and stereotypes, she adds, is that there are many people who believe them and then fall into the trap of acting them out.

Another popular myth is that older workers are so forgetful that they can't do a good job. Which, of course, is quite to the contrary.

How can employee service managers dispel these myths at the workplace? For one, by keeping older workers active in their programs.

"By encouraging the participation of older workers in the programs that you have, you can promote their well-being," Corbett emphasizes. "If there's a mix of ages in employee services programs, then young people will see that older workers are still very vital."

Looking at recent marathons, for example, there are many older people running. Employee services managers

should ensure that older workers stay involved in their health and fitness programs.

"In the fitness program at Harvard," Corbett explains, "you find young people as well as people in their sixties. Integration of the generations is important," she adds.

Oftentimes older workers need more of a prompting to get involved in activities which they think will only be participated in by younger workers, such as hiking, boating or running. But as long as their doctor allows them to participate, there's absolutely no reason why older workers cannot become involved in such activities.

## WHAT'S IT LIKE TO BE RETIRED?

One of the greatest services the employee services manager can do is to respond to retirees' unique needs. As the nation's demographics continue to carry the unmistakable message that our population is steadily growing older, what is it like to be retired in America today? Is there enough money to ease the transition and sustain it? Does declining health pose problems? Do retirees stay put or "head for the hills"? How do they feel about being out of the mainstream of this work-oriented society of ours?

What's life in retirement really like? One of the best ways to get an answer to that question is to ask the experts themselves—people who are retired. That's exactly what Retirement Advisors (RAI) did in its nationwide survey of retirees who are receiving a pension and/or profit sharing.

The Survey, "Retirement in America, 1984," shows that a substantial majority of American retirees receiving pensions feel their income is adequate, according to Henry M. Wallfesh, president of RAI. 64% of the respondents felt their retirement income was adequate, while 36% did not. Those most dissatisfied with their income were below age 60, even though their average income was higher than all other age groups except the 61-65 age group.

Almost 93% of those surveyed were receiving neither physical nor financial

help from relatives. On the contrary, 12% were providing financial assistance to a relative and 7% said they were responsible for a physically dependent relative. Presumably, responsibility for caring for others does not necessarily cease with retirement.

Home ownership is the rule for retirees, with 82.5% owning their own homes and 17.5% renting. Close to 75% live with their spouse, while 22.8% live alone. Slightly more than 3% live with their children. The respondents said that an average of over 16 hours a month was spent visiting relatives.

More than half of the respondents (56%) did not relocate in anticipation of or at retirement. However, 24.5% moved to a new state, 12.2% to a new location in the same state and 7.5% to a new home in the same town.

Most respondents rated their health as either excellent (14.4%) or good (47.9%), while 29.8% said their health was fair and 7.9% said they were in poor health. Slightly more than 60% felt that their health had remained the same since retirement, 11.4% said their health had improved and 28.3% said it had declined. Most retirees engaged in some type of personal health program.

Almost two-thirds (65.9%) have no desire to work in retirement, while 27.8% would like part-time employment, 4.6% would like seasonal work and 1.7% full-time work. Some retirees have not put working aside, but most have cut down on their work hours considerably. Only 17.5% were working at the time of the survey with part-time (14.1%) the most popular option and less than 2% working full-time and another 2% seasonal. Almost one-third (32%) of the respondents had worked for pay at one point since retirement, with 25.7% involved in part-time work, 3.7% in seasonal employment and only 3.1% in full-time jobs.

Over 39% of retirees said they pursued new leisure or educational interests after retiring and almost half (49.2%) resumed leisure interests which had been limited while they were working. Respondents spent a median of six hours a day on their leisure interests and activities. Over 27% perform volunteer work regularly, with 34.4% of


females and 23.8% of males doing so.

As an employee services manager, you have a responsibility to meet the needs of *all* of your workers, which more and more means older employees. The chart below lists those leisure activities which respondents to the RAI survey said gave them the most satisfaction. Perhaps by becoming involved in these areas, you can help meet their program wants and needs.

Which of your leisure activities give you most satisfaction?

Reading  
Gardening/Working  
Outdoors  
Sewing/Handywork  
Fishing  
Traveling  
Golf  
Repairs  
T.V.  
Walking  
Music

“The payoff is in good will,” contends Wallfesh. “Retirees and older workers can often be your company’s best goodwill ambassadors.”

Indeed, by helping the older worker plan for the future, you, your employees and your company will be happier, healthier and more productive. 

## A Reasonable Assessment of Retirement Planning

### REASONS TO INITIATE THE RAI RETIREMENT PROGRAM:

1. Encourages more voluntary retirements
2. Increases employee productivity
3. Raises employee morale
4. Generates a favorable public image
5. Does it all for a fraction of the cost of an in-house program

### REASONS NOT TO:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

For 25 years, RAI has been developing pre- and post-retirement planning programs. Our complete package includes pre-retirement booklets, a monthly newsletter and an information advisor. The program is totally flexible and any portion can be used independently. All material is imprinted with your company name as if it originated from your office.

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# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Conferences**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

# Motivating Employees Toward Fitness

by Rick Griggs

**M**ost people drop out of health programs after three months. Long term, only two percent of all dieters are successful, and less than fifteen percent of would-be dieters lose the desired number of pounds. Only two out of five employees will use an on-site exercise facility, even after the company has spent millions to build and staff it.

What's the problem?

Certainly, it is not one of need. The problem is lifestyle at home and at work.

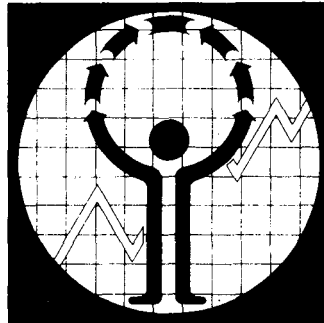
Americans—more than any other population in the civilized world—need health and fitness programs. The statistics are grim: More than half of Americans are overweight; most are over-stressed; and one and a half million suffer heart attacks each year. Nearly 53% of all deaths of Americans aged 1 to 65 are from lifestyle causes.

With such a need, why can't we keep employees participating in the many well-designed programs that exist?

The solution to this problem may lie in the answer to yet another question: What's the motivation?

Kenneth Blanchard, co-author of the *One Minute Manager*, says that feedback on results is the biggest motivator of people. While many managers think a paycheck should be sufficient motivation, or workers say "full appreciation for work done," perhaps the biggest motivator for employees—and more specifically employees involved in fitness programs—is the achievement of results.

I teach an adult women's gymnastics class in Palo Alto, California. Although their skills and motivation seem to be much higher than that of the average health/fitness enthusiast, I still thought it would be interesting to ask what motivated them to come to the gym month after month, year after year. Here are some of their revealing comments:



**We need to promote the fact that fitness is fun and brings about a sense of accomplishment.**

- "It's fun. . . plain and simple. It's fun."
- "Accomplishment. . . I can accomplish things here that my body never used to be able to do."
- "Progressively achieving higher and higher goals."
- "I look and feel 10 years younger."
- "The thrill of learning new and exciting things with my body."
- "It's an ego boost for people to tell us we have great bodies."
- "At work, I don't accomplish anything. . . here, I get to do things that are challenging."
- "The mental and physical boost is tremendous."

After two years of instructing the class, I had no idea that the health and fitness benefits were so low on the list of motivators. Maybe we've been selling the wrong benefits.

Abraham Maslow wrote about progressive levels of needs, starting with the basic physiological and survival needs and then progressing up toward

esteem, achievement and self-actualizing needs.

Similar to Maslow's hierarchy of needs, the diversity of skill levels in this class tells us that what motivates them probably motivates the general population. Good management practice says that we should ask questions, keep quiet, listen and then apply what we learn.

My gymnastics class, being mainly composed of professional women in corporate settings, offers a telescopic view of what motivates someone to hang in there and keep sweating.

Perhaps as employee services managers and fitness directors, we need to promote the fact that fitness is fun and brings about a sense of accomplishment, in addition to the health benefits.

Employees need to have individual goals which they can strive for and an opportunity for short-term feedback. Telling an employee that a fitness program will help him or her live a longer life is not enough—they need more accessible results which they can see.

A couple of the women in the gymnastics class said that if companies want their employees to participate in fitness programs, then the leaders had better set the example. To get to top management's hot button, why not speak their language?

**L**et's paint a scenario. Image a leotard-clad, female employee meeting with the chief-executive-officer of a major corporation. The chief lights up a cigar and asks, "After I spend all this money on exercise programs, why don't our people stay with it? What makes them keep dropping out? You run the program, what do you think?"

Sharon tugs at her leg-warmers and can already picture the bike ride she'll take this weekend. She looks around the chief's office and notices the reports, wall-charts and the 20-button



phone. She wishes she had time to change back into her business suit, but he wanted to meet now!

Before answering his question, she thought how lucky she was that a friend advised her to try and speak the chief's language . . .

Here's a condensed version of their hypothetical meeting:

## Item 1—Break Even Analysis:

**Chief:** Fixed costs, variable costs and the break-even point are my considerations in all our business programs. What about your area?

**Sharon:** I agree, all can have a direct application to health and fitness programs, but people want a thrill mixed with some accomplishment.

**Chief:** Nothing wrong with that.

## Item 2—Profit and Loss:

**Sharon:** Keeping track of the costs and benefits of fitness can help with the success of our bodies just like in business. Maybe we need to stress the benefits of our programs and how they fit into the company goals?

**Chief:** Business leaders are trained to watch profit and loss with eagle eyes. Employees don't seem to care.

**Sharon:** Sure they care, but they never get the big picture. They want involvement, communication and recognition. How about if we set improvement goals and then you give some public recognition?

**Chief:** I'm pretty busy but that might work.

## Item 3—Research and Development:

**Chief:** A touchy subject due to cost and time, but one that often determines which businesses succeed over the long haul. How do health and fitness fit in?

**Sharon:** I don't understand the whole process, but people should study health & fitness . . .

**Chief:** Just like the company studies new products, services and markets?

**Sharon:** You got it Chief.

**Chief:** That means some kind of reward or recognition from the top . . . I'll think on it for awhile.

## Item 4—Strategic Planning:

**Chief:** What do you know about

strategies?

**Sharon:** Planning for business and fitness is great . . . strategic planning is better. Strategies are usually lined out over a long period of time.

**Chief:** Most businesses will change strategies from time to time, but they should always have a strategy. "Why am I doing this?" should always produce an answer.

**Telling an employee that a fitness program will help him or her live a longer life is not enough—they need more accessible results which they can see.**

**Sharon:** You're right. Businesses and bodies fail when there is no answer or there is too long a pause.

**Chief:** Would you be willing to outline a strategy for our health programs including goals, objectives and timelines.

**Sharon:** Sure . . . as long as I can beef it up with some pizzaz . . . that's why they drop out . . . it gets to be a bore, with no excitement or accomplishment. Funny, but it seems that different things motivate different people.

**Chief:** Good point . . . it's the same with customers.

## Item 5—Parkinson's Law:

**Sharon:** "Work expands so as to fill the time available for its completion." I read it somewhere last week.

**Chief:** I've read it too . . . that's why I like short meetings.

**Sharon:** Is that a hint?

**Chief:** Yes.

**Sharon:** Maybe we can use this law in fitness motivation. The extension into the health and fitness area is easy. Basic scheduling, planning and tracking can save time on the job and in the gym shorts.

**Chief:** But you said it has to be fun or a thrill?

**Sharon:** I know . . . I guess that's my job, to combine the two.

## Item 6—Financial Planning:

**Chief:** We've got to wrap this up

soon, but let's talk money before you go.

**Sharon:** My favorite subject.

**Chief:** Mine too, but in a broader sense. Cash and capital management focus on where the money comes from and where it goes. Short and long-term sources of funds are carefully balanced against short and long-term uses of funds. How do your programs fit in?

**Sharon:** Sounds like gobledygook to me, but let me try. . . . Participants in any program will continue only if the sources of their time and energy are compatible with the uses or outcome of that same time and energy expenditure.

**Chief:** Not bad, go on!

**Sharon:** That's about it. Nice of you to spend the time with me.

**Chief:** Not so fast. What's your plan?

**Sharon:** Well, my guess is that we have to set goals, show a benefit, get you involved and spice it up a bit.

**Chief:** What can I do?

**Sharon:** How about joining in a class or just participating once a week?

**Chief:** I already jog at home.

**Sharon:** Well, your example could do quite a bit for any program . . . why don't you give it a try . . . BUT . . . no cigars!

**Chief:** I'll think on it . . . No wait . . . you've got a deal! And by the way, you're doing a great job.

**Sharon:** So are you!

**M**otivating anyone to do anything is not an easy task. Getting employees and top management to pay lasting attention to long-term health and fitness will take some work. Just like in sales, it requires knowing the customer, learning the customer's needs, speaking their language and providing something that has real value.

When it comes to keeping people involved in health and fitness programs, the ingredients to stress include fun, excitement and a pinch of accomplishment. The "Careerstyle" strategy of combining professional careers with health and fitness lifestyles is a step toward a business solution.

*Rick Griggs has an M.A. in Behavior Analysis in Business and is the founder of Management Fitness Systems (MANFIT) in Mountain View, CA.*

# Managing the Baby Boomers

by Randy Schools, CESRA

**E**mployee services managers are now part of the Baby Boomer surge. "Baby Boomers," or those born between 1945 and 1964, comprise one-third of our population and will soon dominate the labor force. More and more, they yield considerable economical and political power.

Like it or not, they are now part of the establishment—the majority of the workplace. Baby Boomers come in many forms: A yuppie with a brief case, or a computer wiz with a brain of facts and figures. They are the economic numbers manufacturers market to.

As an employee and service administrator, these are some of the changes in the workplace you must contend with:

- With Baby Boomers accounting for one-third of the population, "Middle age becomes the place where the action is," says Landon Jones, author of *Great Expectations: America and the Baby Boom Generation*.

- Between 1980 and 1990, the number of Americans who are 25 to 45 years old will increase by almost 30 percent.

- One quarter of all Americans age 25 to 35 have college degrees, as compared with only nine percent of the people over 65.

- Twenty-five percent of Baby Boomers make at least \$35,000, according to a study by the Life Insurance Marketing and Research Association. Sixty percent are homeowners.

- By 1995, the number of Americans between 31 and 56—the ages of highest efficiency in most lines of work—will grow by almost 21 million.

As managers, old-line philosophies will no longer work. Baby Boomers, because of their education levels, will bring new expectations to the workplace. A thirst for success will be their guiding light. Through their programming, employee services managers will have to satisfy this need.

With half of the mothers with children under six now members of the work force, there will be increased pressure for employee benefits such as maternity and paternity leave, and more

**As managers, old-line philosophies will no longer work. Baby Boomers . . . will bring new expectations to the workplace.**

employee services managers will have to take on the responsibilities of day-care services. Flexitime will become increasingly popular, as mother and father share responsibilities of raising their children. Employee services administrators will need to take these flexible schedules into account when programming.

Baby Boomers want to balance a fulfilling, pleasure-oriented life with a traditional career. Self-improvement is becoming an obsession. Whether through body or mind, adapting is the key for Baby Boomers. Fitness directors should take a cue from the YMCA's new Quick Fit programs, which include the main ingredients Baby Boomers want—aerobic activity within a quick time frame.

Self-improvement will also take on a new light as sharp employee service administrators develop skill programs at the workplace. As the philosophy of


"The more we know, the better we are" prevails, language classes, law for the layman, accounting for the non-accountant, musical classes and ethnic cooking classes will all soon find their place at the worksite.

Baby Boomers also have a zest for gaining experiences. Often, they are known as the "experimentalists." They like to try everything at least once, which accounts for the popularity of rafting, soaring, canoeing and skiing as employee activities.

Many of our programs must be adapted for the single. Today, 29 percent of people between ages 20 and 44 are single, compared with 18 percent in 1970. Baby Boomers marry later. Our fitness centers often become a favorite meeting place. Employee services programs should reflect these needs: auto classes for the non-mechanic, beginner classes in carpentry, and seminars on what to look for when you are purchasing your first home.

Baby Boomers tend to be non-competitive and recreational activities should reflect this need. They want to participate, but not necessarily win. The experience is the main factor, not the thrill of victory.

**L**ike it or not, Baby Boomers are now taking charge. As an employee services manager, you must be flexible and willing to experiment.

The success of your programs will depend on the Baby Boomers' participation. Give them something new, and your reward will be an increase in the visibility of your programming. 

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*The author, himself a Baby Boomer, serves as employee services administrator for the National Institutes of Health in Bethesda, Maryland.*



# Honeywell's EAP: A Life-Raft for Employees

by Steve Puleo

**L**ike any small community, Honeywell-Massachusetts (population, about 8,000) has its share of problems. A certain percentage of its employees suffers from alcoholism or drug dependency. Some are beset with family strife or severe financial difficulties. Chances are that, eventually, any of these problems will severely affect their job performance.

For members of the Honeywell community who feel overwhelmed by these and other problems, the Honeywell Employee Assistance Program (EAP) can offer a life-raft. EAP offers counseling and referral services—to employees and their families—that are professional, compassionate, and perhaps most importantly, confidential. Honeywell staff members Dick Henderson and Ernie Kapopoulos have heard and seen a lot since EAP's inception five years ago, but what they hear and see remain private. They both know that the integrity of the program is rooted in their ability to open their ears and button their lips.

For EAP to work, employees who need help must feel they can trust Dick and Ernie. Without that trust, Honeywell's EAP would be a paper program—maybe it would look good on a list of company benefits, but it would serve little useful purpose.

Dick and Ernie don't run a paper program. They have worked hard to develop that trust. They have helped employees deal with problems and they have the numbers to prove that the program has been successful thus far.

"People say it's too bad that we're busy," Ernie said. "But it's really not too bad. The problems are there whether people come to us or not. If we close our eyes to them, they aren't going to go away. So in that sense, it's good that we're busy. It means people are asking for help."

Without question, according to Dick

and Ernie, most of the people who come to Honeywell's EAP for help do so because they have serious drinking problems that are adversely affecting their jobs.

"Our program is designed for people whose job performance is suffering because of a personal problem," Dick explained. "We are not involved so much in someone's personal life. It's when those personal problems affect work that we become involved."



Illustration by Doug Smith

About 55 percent of the employees who seek help from Honeywell's EAP have "chemical dependency" problems, according to Dick and Ernie. And for about 95 percent of those, the primary "chemical" is alcohol.

"Sometimes it's tough to convince people that alcohol is a drug—it's addictive, harmful, and it's not restricted to any profession or type of person," Dick said. "Ninety-seven percent of alcoholics are average folks who are

trying to work for a living. Only three percent are Skid Row types. That's the first thing we do, try to break down the myths."

Although alcohol is by far the most widely-abused drug among EAP clients, employees with other drug problems have also been helped.

"We've had Honeywell employees with heroin problems, it's not like heroin is just an inner city problem," Dick asserted. "True, the percentages are small in this case, but they (such cases) exist."

The other 45 percent of EAP's cases "cover every possible type of problem you can think of," according to Ernie. "We've dealt with rape crisis, spouse abuse, child abuse, fear of flying, financial and legal problems, pyromania. Really, I wouldn't be surprised by anything we come across."

### Handling the cases

Dick and Ernie do some counseling of their own, but for the most part, their job is to listen closely, reach agreement on what the actual problem is and how serious it has become, and refer the client to the proper place to get help.

That help consists of a network of doctors, psychiatrists, social workers, and counselors in all geographic locations, equipped to handle almost any type of difficulty.

"We have built an Eastern Massachusetts directory of people who provide human services," Dick explained. "If an employee lives in Leominster, we try to get him to someone as close as possible. We then monitor each case."

As of February 1 of this year, Honeywell's EAP was handling 112 active cases. Last year alone, Dick and Ernie opened 70 new case files. Of their total caseload, 67 percent are male and 33 percent are female. A total of 29 percent of the caseload is made up

## PROGRAM SPOTLIGHT

of exempt employees, 41 percent are non-exempt, and 29 percent are hourly workers.

The EAP program is open to all people covered by Honeywell benefit programs which means that employee family members can also get help. "We have done quite a bit of work with adolescents," Dick said. In addition, the program is available to all Honeywell retirees.

### When a client calls

Dick and Ernie provide assistance to two types of clients: those employees who are referred to EAP by a manager or supervisor, and those who are "self-referrals"—employees who realize they need help and come on their own.

There is a slightly different procedure for handling each, although in both cases confidentiality is the paramount concern. In manager-referred cases, no information about the employee's problem is disclosed to the manager or supervisor, no written report is given by EAP to the manager, and no record of the employee having gone to EAP is placed in his or her personnel file. Dick and Ernie do let a managing supervisor know that the employee's work performance should be improving within say, two weeks, or two months, whatever the case may be. Also, if an employee chooses not to continue with EAP after being referred by a manager, the manager is informed of the employee's decision. "We feel we owe the manager that much," Dick said.

As for self-referrals, the fact that an employee has called on Honeywell's EAP for help is totally confidential. No one is told that the employee is an EAP client, not even his or her direct supervisor.

"In both cases, we spend the first session emphasizing the confidentiality of the program," Ernie said. "We have to convince the employee that we're not stoolies for management, that this is not the company store, so to speak."

To ensure privacy, Dick and Ernie often meet with employees outside Honeywell's walls, and sometimes in employees' homes. The meetings can take place after work or on weekends. "We do some of our best work at odd

hours," Dick said. For employees who do choose to visit the Honeywell EAP offices in Waltham, they are located in one corner of the Public Affairs area. "But, we do have our own private entrance so an employee doesn't have to walk through a group of people to get to us," Dick pointed out.

After establishing a rapport with the client, Dick or Ernie (each has his own caseload) usually will meet with the employee two or three more times to evaluate the problem and suggest a course of action.

**Ninety-seven percent of alcoholics are average folks who are trying to work for a living.**

"Sometime the root cause of a certain problem may be different than what appears on the surface," Ernie said. "If someone is having a financial problem, for example, the root cause could be because they are drinking too much. That's what we try to learn."

For chemical dependency cases, EAP monitors an employee's progress for 18 months after the initial visit. This includes regular meetings with the employee to determine how the outside referral sessions are proceeding. "The last six months or so we might meet once or twice with the employee so they know we're still there to support them if they need it," Dick explained.

As for non-chemical cases, "we'll have one follow-up session after the case is referred out to make sure we're satisfied and the employee is satisfied with the referral," Dick said.

### The "hidden army"

Often, an employee with an alcohol or drug problem is required to take some

time off from work and enter a hospital for treatment. Most of these people are nervous about returning to work—concerned about what their co-workers will say and how they will react.

To help make the employee's return as smooth as possible, Dick and Ernie may call on their "hidden army" for assistance. These are employees in all locations who have been through Honeywell's EAP for one problem or another, and who have expressed an interest in helping others.

"They're (the hidden army) so-called graduates of our program," Dick explained. "A typical scene might work this way: A guy has been hospitalized for a couple of weeks with a drinking problem and he's scared to death about returning to work. His boss knows he's been in the hospital (because of benefit payments). If he is a supervisor-referred patient, we ask the supervisor if he would like to visit the client with us. We then tell the client that there are a couple of people in his facility who have been through a similar ordeal. Would he like to meet with them his first day back? If he agrees, we'll make the hook-up, and on his first day back, he'll get a call from a member of the 'army' to have a cup of coffee. But we only do that if our new client wants to—never without his or her consent. The interesting thing is, the person who makes contact with the new client may be someone he's known for years, without knowing he went through EAP."

### Educating managers

Without support from supervisors and managers, the EAP loses one of its most important referral sources. About 58 percent of the employees who visit EAP for help are referred by supervisors or managers.

But before Honeywell managers are able to understand the function of EAP, they must become sensitive to the problems that cause employees to seek help in the first place.

This doesn't mean that managers should attempt to diagnose a problem. Dick and Ernie emphasize that a manager's role is to determine that a job performance problem exists, and pro-

## PROGRAM SPOTLIGHT

vide support for an employee once he makes an effort to correct it.

That's why one of the first things Dick and Ernie did when the EAP program began in March of 1980 was to hold management training sessions. More than 1,800 managers went through the program. Now, training sessions are held as requested, but education remains an important part of EAP's job.

"It's important to break down the misconceptions," Dick said. "Many of our managers over 40 think that if you smoke a joint, your brain will turn to peanut butter. But then there are some younger people who look upon it as harmless recreation. Both of them are wrong, of course. It's up to us to teach as much as we can."

For managers who do refer employ-

ees to EAP, Dick and Ernie urge patience. "We tell them that the problem wasn't a single event and neither is the solution. It's a process that takes time," Dick said.

### That gut feeling

Both Dick and Ernie are recovered alcoholics, a fact they make clear to the people they are helping. Dick has been sober for 11 years, and Ernie for 13. Both are long term Honeywell employees—Dick for 19 years and Ernie for 24.

"We've seen the problems from both sides," Dick pointed out. "We can identify with a lot of the people we see. I'm not saying that a non-alcoholic can't counsel because there are many fine ones. But I think it's easier for us to develop an empathy and a gut feel. You have to have been there to know the pain. Most people don't sober because of outside influences. The bottom line is, it's awfully tough to look in the mirror when your drinking is out of control, and we realize that."

There is strong evidence that Honeywell's EAP is working. Dick says the program has a 75 percent success rate with chemical dependency clients. "I mean that 70-75 percent of the people who come to see us stay sober," Dick said. The success rate is more difficult to measure with other problem cases.

If Dick and Ernie have a goal, it is to increase the number of "self-referrals" to EAP, mainly because the earlier an employee realizes he or she has a problem, the better the chances for success.

"When a drinking problem, or any disease, progresses to the point where it becomes apparent to a supervisor or manager, it is in its middle or later stages," Dick said. "A person will go to great lengths to keep a facade up on the job. He or she may already have a low self-image and the job may be the shred of respectability he has left. By the time we get a manager-referred client, the problem is in its later stages."



*Steve Puleo is editor of The Patriot, a Honeywell publication. Reprinted with permission.*

### ***He knew it was time to get help . . .***

#### **A Honeywell employee tells about his fight against drinking.**

In a way, Bob was one of the lucky ones.

He realized himself that his heavy drinking was seriously affecting him both physically and emotionally and that he had to do something about it. He knew the one stable part of his life was his job at Honeywell, but even that would be in jeopardy if he couldn't get control of his drinking.

It was literally a long look in the mirror that convinced Bob to seek help from the Honeywell Employee Assistance Program (EAP).

"I realized what I was doing to myself, I was a physical wreck," Bob recalled. "I looked in the mirror and said, 'My God, if I think I look this bad, what do other people think?' About that time, a flyer went around to all employees informing them about EAP services, I decided to go and see them."

"Bob", of course, is a pseudonym. For the purposes of this story, we'll say only that he is a 50-year-old Honeywell employee who is currently participating in EAP. To ensure anonymity, we will not disclose his location or his job.

Bob first became involved with EAP in August of 1983. He had been drinking heavily for several months—at his worst, about a fifth of whiskey a day. "It was bad," he said. "I even started to drink in the morning, I'd pour a little vodka into my coffee to stop shaking, just to get myself ready to come into work. I'm lucky that I was still able to do my job."

Bob attributes his drinking at that time to "some emotional personal problems, including difficult divorce proceedings. . . I resorted to heavy drinking to block out the pain."

At EAP, Bob met with Dick Henderson, manager of the program. After initial counseling, they agreed that hospitalization would be the best way for Bob to handle his drinking problem. He spent 28 days in the hospital, attending seminars and meetings, "and in general, learning about alcoholism, learning that it is a disease. . . sometimes I have problems with the notion that I'm an alcoholic, it's hard to accept that something is more powerful than you are. But I don't argue the definition. All I know is drinking does me harm, whether I'm an alcoholic or not."

Following his hospitalization, Bob returned to work, and remained sober for 10 months, before the break-up of another relationship caused him to begin drinking again last summer.

"I drank for another couple of months, before I returned to the program this past September," he said. "I've been seeing Dick (Henderson), and I've been sober for the past six months."

"Sober" means no drinks at all. Much of the EAP approach to achieving sobriety follows the teachings of Alcoholics Anonymous, according to Bob. "The premise is, drinking does us harm, that you can't become a social drinker and stop at one or two."

Bob continues to visit Dick on a regular basis and he says he recommends the EAP to any employee who is having problems.

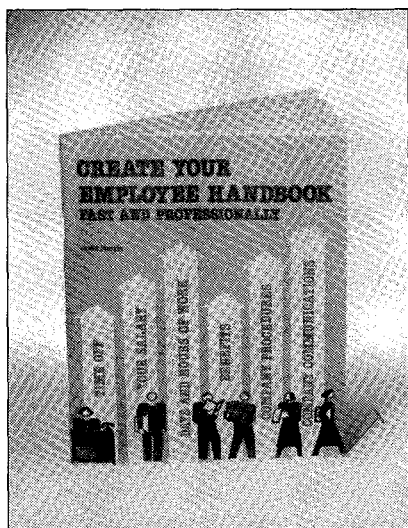
"Contact them, because they are there to help and as far as confidentiality, I have full confidence in them. My advice to anyone would be not to wait until you're forced to do it."

"I believe I've been helped by my experience with EAP. I think I'm much better-equipped to handle emotional problems that might develop in a relationship. But I've had to work hard to build up the protection against the emotional pitfalls that might lead me back into drinking. Like I said, drinking blocks out the pain for a while, it numbs you to the experience. But the pain is still there. It's amazing to me how much you can grow by facing your problems soberly. But that's not so easily done."

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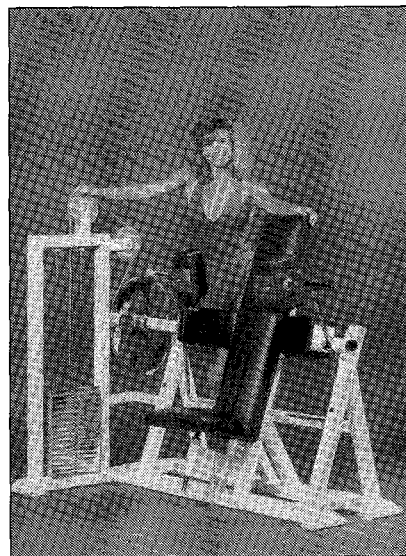
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### Polaris Introduces New Fitness Equipment

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A new 40-page color brochure and planning assistance is available by writing Polaris Fitness Equipment, P.O. Box 1458, Spring Valley, CA 92077, or calling toll free: (800) 858-0300 or direct: (619) 463-7976.

### Peak Performance Announces Running Software

Peak Performance, a Palo Alto California based company, has just released *Peak Performance:Run* for the IBM Personal Computer.

*Peak Performance:Run* is a computer software product that helps people train more efficiently for running, with less chance of injury. It is based on years of research by Dr. David Costill, Director of the Human Performance Lab at Ball State University.

The program provides daily physiological feedback tailored to the individual and stores all of the individual's workout data in memory for future use. A complete database of the individual's running can be accessed and summarized. The program even keeps track of the runner's favorite runs and top times.

For further information contact *Peak Performance*, Box 60681, Palo Alto, CA 94306, (415) 424-0208.

# NETWORK

**Associated Industrial Recreation Council/Burbank, California.** Meets the third Wednesday of the month. Contact Bob Pindroh—(213) 849-1556 or Carol Unch—(213) 843-2858.

**Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia.** Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/Cleveland, Ohio.** Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

**Dallas-Ft. Worth Metroplex Regional Council For Employee Services and Recreation/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-4267.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 787-1100.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact William F. Osterloh—(618) 258-2905.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 623-4983.

**Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa.** Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/Washington, D.C.** Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/Oakland, California.** Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the second Wednesday of the month. Contact Brenda Robbins—(512) 684-5111.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Jim Christian—(619) 586-3578.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Kelley L. Rexroad—(301) 622-4400.

## CONFERENCES & EXHIBITS

**The 1986 NESRA Conference and Exhibit** will be held May 14-18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**September 11-14, 1985.** NESRA Region III Conference and Exhibit. Park Place Hotel, Traverse City, MI.

**September 19-22, 1985.** NESRA Region VII Conference and Exhibit. Hyatt Regency Monterey, Monterey, CA.

**October 10-13, 1985.** NESRA Region VI Conference and Exhibit. Hyatt Regency West, Houston, TX.

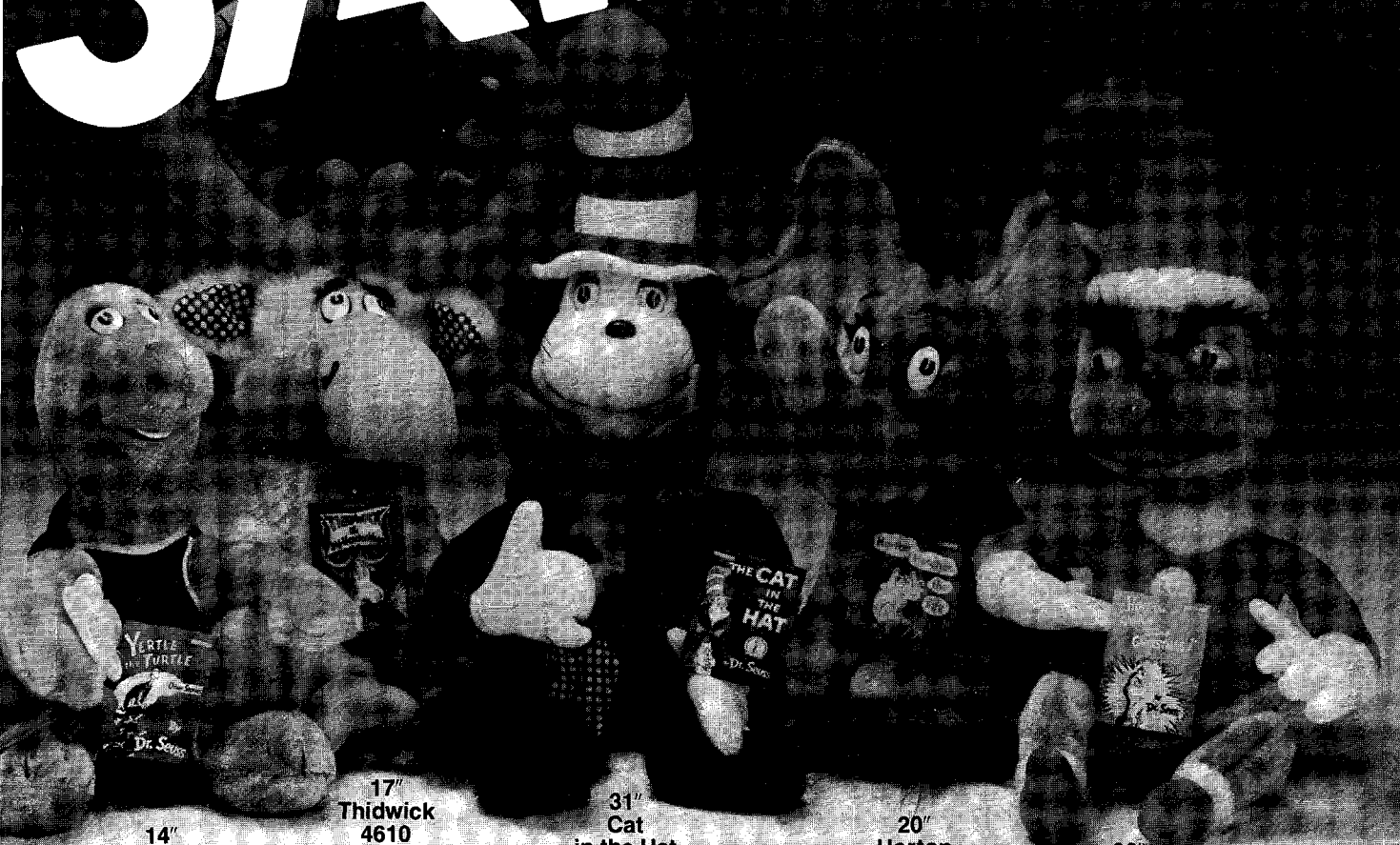
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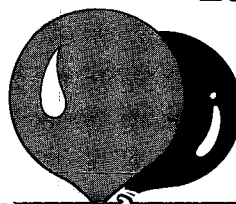


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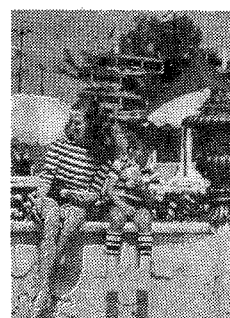
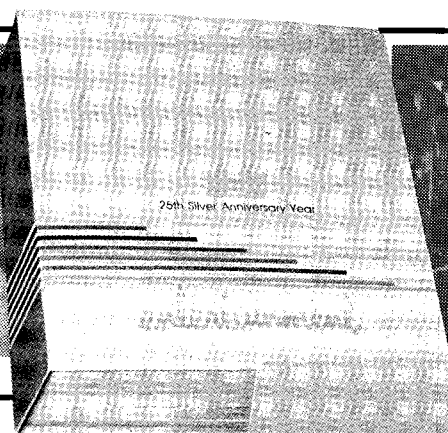
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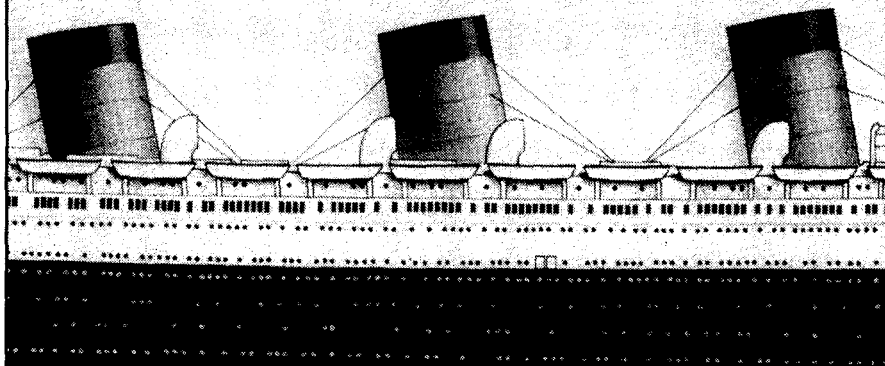
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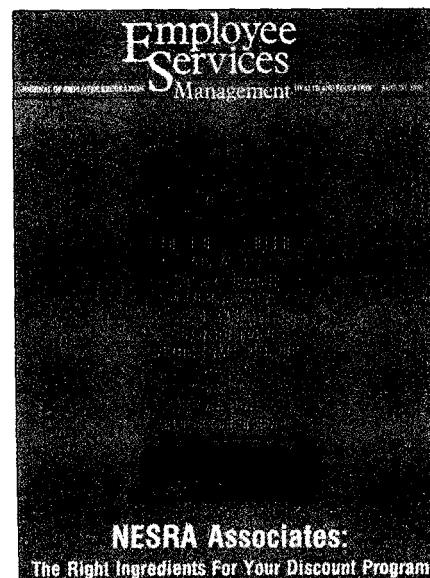
Volume 28 • No. 6

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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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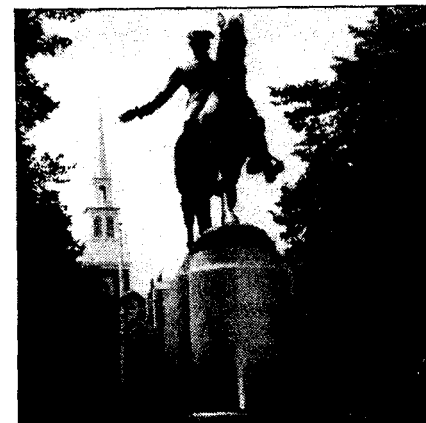
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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.

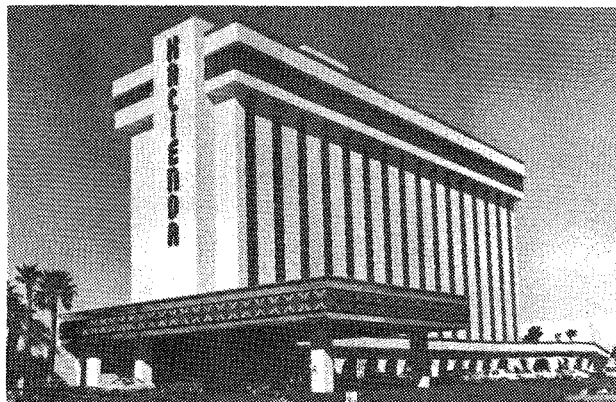




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## NEWS IN BRIEF

### NESRA Regions To Host Conferences

Employee services and recreation managers from across the country can learn more about their field and successful management techniques, while meeting their professional peers at any of four conferences sponsored by regions of the National Employee Services and Recreation Association (NESRA).

Members from the Midwest can attend the NESRA Region III Conference and Exhibit September 11-14 at the Park Place Hotel in Traverse City, Michigan. Motivated by the conference theme, "Alive in '85," an expected crowd of 100 delegates and 50 exhibitors will explore such issues as liability in employee recreation, employee assistance programs, surveys and employee services, stress management and healthy lifestyles.

Dick Vitale, ex-coach of the Detroit Pistons and current sports announcer, will give the keynote address, "Win-

ning in the Game of Life." A hands-on personal computer workshop will also be available for attendees. For more information, contact Mary Kennedy at the National Bank of Detroit, (313) 225-2461.

Members of NESRA's Region VII will also "Come Alive in '85" at their 34th Annual Conference and Exhibit at the Hyatt Regency in Monterey, California, September 19-22. Keynote speaker Dr. Layne Longfellow will present a multi-media approach to the past, present and future of human resources. Other headliners include Dr. Thomas Tutko, author of 6 books and professor of psychology for 20 years, who will offer delegates advice on "How to Create Enthusiasm in Your Employees," and Bert Parks and Miss California, who will host a fashion show.

Other session topics include learning to communicate with humor, assistance with tourism and travel, the influence of colors and music in the workplace, team management and goal

setting, and chemical dependency in workers. Special highlights include a fitness workshop presented by Mike Bass of Phillips Petroleum, as well as golfing at nearby Pebble Beach and the ocean at your doorstep.

Because the Monterey Jazz Festival is scheduled for the same weekend as the Region VII Conference, those interested in attending should make their hotel reservations as soon as possible. For more information, contact Jody Merriam, Region VII director, at (415) 273-3791 or Carol Piras of Lockheed at (408) 742-4273.

Region VI conference delegates will be "Keeping Pace with the Future" October 17-20 at the Hyatt Regency West Houston.

Members from the southwest region can look forward to a well-rounded program, including sessions on wellness at the worksite, organizing company fun runs, recreation and sports for the disabled, and legal issues in employee activities. For more details,

## NESRA Education and Research Foundation

The NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional with the kind of bottom-line data that their bosses understand.



The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on the programs and productivity; and ongoing market research.

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## NEWS IN BRIEF

contact Candy Hernandez at Hermann Hospital, (713) 797-4367.

Completing this fall's list of regional conferences is the Region V Conference and Exhibit, November 8-9. Northwesterners will gather at the Thunderbird Hotel and Convention Center in Bloomington, Minnesota for the conference.

The conference theme is: Employee Services and Recreation—

Management Support

Organizing Resources

New Ideas

Entrepreneurship

You make the difference.

Over 70 delegates and 40 exhibitors are expected to explore such topics as "Taking a Risk and Getting Involved," operating on a shoestring budget, cost-containment, documentation and evaluation, marketing, and personal financial management. There will also be a special panel on fundraising. For more information call Bob Crunstedt, Region V Conference chairman, at (612) 870-5166.

### NESRA Foundation Awards Mel Byers Scholarship

The NESRA Education and Research Foundation recently awarded the Mel Byers Scholarship to Sandra Scrymgeour, a student in the Corporation Recreation Program at California State University, Northridge.

The \$500 grant, named for one of the pioneers in modern employee services, was established to award excellence in the study of employee services and recreation.

### Cafeteria Plans Face Taxation

Tax proposals are making employers skittish about "cafeteria" plans, reports *The Wall Street Journal*.

Benefit programs that let workers select different types of health insurance and benefit features seem to be under constant attack. Last year, the IRS scaled back one aspect of the programs. President Reagan's tax plan further tightens them.

"The companies that were considering a full cafeteria plan are holding off," says a William M. Mercer-Meindinger Inc. benefit consultant.

Ameritech, the midwest regional telephone company, hasn't implemented such a plan, mostly due to the uncertain "legislative environment" in Washington. Federal Express Corp., which has delayed action since the IRS ruling last year, plans a modest "flexible benefits" program next year. It has a "contingency plan" to tailor it to possible tax law changes.

But Hewitt Associates, a Chicago consultant, says its Boston office is readying 25 cafeteria plans. Only one client stopped work on a plan, it says.

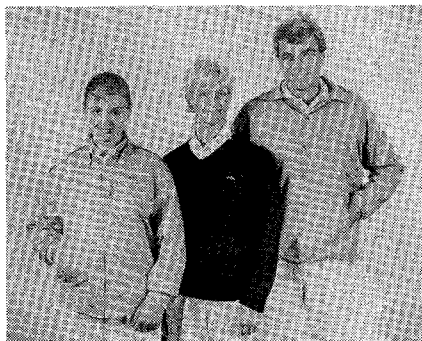
### Ups, Downs in Running Shoes

Sales of expensive running-jogging shoes are still in a full sprint, reports *U.S. News & World Report*.

But purchases of cheaper varieties designed for casual joggers are pooping out. Some experts speculate that run-

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## NEWS IN BRIEF

ning has peaked as a fad.

Serious runners willing to pay big prices for shoes take up the slack, however. The National Sporting Goods Association figures sales of all types of running shoes this year will rise 5 percent over 1984. Americans spent 556.7 million dollars on them in 1983 and 590.8 million last year.

Many makers are turning to gadgetry to boost sales. Some are putting tiny computers in shoes to monitor pace, calorie burning and distance.

Turntec is going nationwide with shoes having soles that can be replaced easily. You change the tread to fit the surface you'll run on.

### Attendance Up At Amusement Parks

Amusement parks are confident of strong summer traffic, according to *The Wall Street Journal*.

Consumers are in the mood to splurge on fun, says Astroworld in Houston, where attendance is running 6% ahead

of last year's. Traffic has picked up 20% at Frontier City in Oklahoma, an executive says.

In California, Disneyland sees an "excellent chance" of setting its first yearly attendance record since 1980, in part because the park will add a music-video arcade in June. (One park suggests that traffic gains would be large but for public-safety fears raised by park accidents last year—mainly the fire deaths of eight persons at a New Jersey park.)

Every year, thousands of Americans are injured at amusement parks, but most injuries could be prevented. Before you put children on an amusement park ride—or before getting on one yourself—the Insurance Information Institute suggests this safety check: Are the rides equipped with safety belts, restraining bars or cages? If so, use them. Are there fire-warning and sprinkler systems? Are rides properly fenced? Children should not be able to touch any moving part. Are limits set for age, height, weight and health?

At least one big park—Six Flags Over Mid-America, near St. Louis—has slashed prices for children. But most parks expect to achieve their predicted traffic gains despite price increases. Disneyland's admission price for adults, for instance, has risen to \$16.50, from \$15.

### Business Leaders See Bleak Future

Business leaders are now substantially less confident about business conditions than they were in the first quarter, The Conference Board reports.

The Conference Board's Measure of Business Confidence, which is a blend of business leaders' expectations about the future and their appraisal of current economic conditions, now stands at 52, a loss of nine points over the past three months. This is the lowest reading since the second quarter of 1982. Scores are on a scale of 0–100 and are based on survey responses from about 1,500 U.S.

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## NEWS IN BRIEF

chief executives representing businesses of all types and sizes.

"The drop in business confidence reflects both the current weakness in the economy and the expectation of little, if any, near-term improvement," says Douglas Cliggott, associate economist at The Conference Board. "While the preliminary second quarter GNP statistics seem to indicate some improvement in the economy, there was a sharp increase in the number who report current economic conditions have deteriorated."

Among the major findings:

- One-third reported that the economy is in worse shape now than six months ago, compared with only one in ten in the first quarter.

- The weakness is very widespread. The only areas of reported strength are construction and financial services, two sectors which typically benefit from declining interest rates.

- While expectations have been declining fairly steadily since mid-1983, they have now reached the point where only one-third of respondents expect

business conditions to improve over the next six months. Fully one-quarter expect economic conditions to worsen.

### Fitness Management Gains Popularity in Universities

Colleges are capitalizing on the exercise boom with degree programs incorporating health and fitness, reports *The Wall Street Journal*. North Central College, Naperville, Ill., for example, offers for the first time a fitness-management major that prepares students to find jobs in corporations and health clubs. The school predicts enrollment will double to 20 next fall. "It's a way of molding the curriculum to meet the times," a school official says.

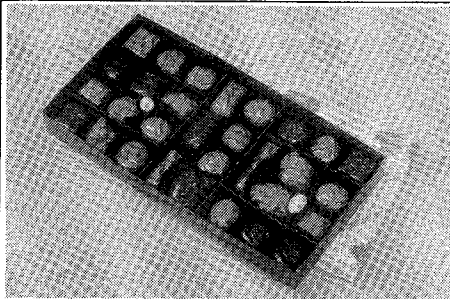
Springfield College in Springfield, Mass., recently graduated 100 students with bachelors of science degrees in "Health-Fitness." From 50 students five years ago, the program has ballooned to 450. Students have found jobs at Prudential Life Insurance, Xerox Corp. and health clubs.

### Retiree Health Benefits Popular

A majority of U.S. companies provide health-insurance to retirees, according to two surveys.

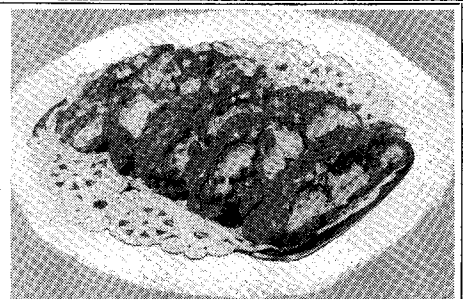
Ninety-four percent of a group of 250 large companies provide lifetime medical-insurance coverage to retired employees, according to a survey by Towers, Perrin, Forster & Crosby (TPF&C), which notes that at more than 80 percent of these organizations, employees with five or fewer years of employment qualify for post-retirement benefits. About one-third of the companies provide unlimited lifetime maximums.

Health benefits for retirees are becoming a major corporate financial liability in the United States, according to an official at TPF&C, who adds: "The sheer growth in the number of retired workers, as well as the radical increase in healthcare costs in recent years, have been the most significant factors swelling the cost of retiree health



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## NEWS IN BRIEF

programs."

In another report, conducted by Charles D. Spencer & Associates, Inc., for the year ending December 1984, 513 of 631 surveyed employers (81 percent) offer retiree health coverage.

### Looking Ahead: New Office Automation Designed For Employee Use

In the 1990's office employees working with data processing and word processing equipment will not worry about either eye fatigue or radiation problems, predicts Alan Purchase, an office automation authority.

Furthermore, the advanced technology will take up less desk space, says Purchase, who participated in a panel on managing the office of 1990, sponsored by the AMS Foundation as part of the Administrative Management Society's 66th international conference.

Cumbersome CRTs, the large TV-like display screens, will be replaced by flat-panel displays only a few inches

thick. Plus, these new displays will fold up for easier movement from one place to another, states Purchase, who is director of office automation at SRI International, Menlo Park, California.

Other advances will mean less paper in the office and fewer filing cabinets. Purchase attributes these advances to increasing storage capacity in computers and more rapid retrieval of information from permanent nonerasable optical disks.

### Fear of Job Loss Ranks Low on Survey

What is your deepest fear? In a recent survey conducted by *Psychology Today* magazine, the death of a loved one ranked the highest of all personal fears. Second was serious illness, followed by nuclear war (for the women) and financial disaster (for the men). Being the victim of a crime was the fifth-greatest fear.

Surprisingly enough, most respondents were more afraid of spiders and

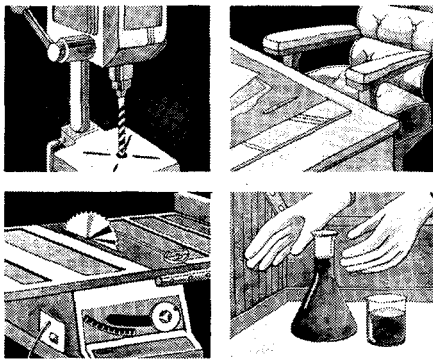
snakes than they were of losing their jobs.

### Lighter Lunch Means Better Work Performance

Airy lunches mean more energy, reports *Communication Briefings*. People who eat a light lunch perform better than those who eat a heavy meal at noon, according to Dr. Angus Craig. Apparently, alertness and efficiency reaches a low ebb about two hours after one begins eating lunch. Suggestion: plan your work load so that no key decision-making or important meetings fall around mid-afternoon.

### Use Body Clock to Make Job Decisions

Tomorrow may be better for an on-the-job decision. If the clock says four and your body rhythms cry "time out," then delay making a weighty decision until the next day. Fatigue is an enemy of clear thinking.



### Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

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# The Work-at-Home Movement

## How Will it Affect Your Programs?

by William Atkinson

*The telecommuting trend means that employee services programs will become more important than ever, says a work-at-home expert.*



The article titled "Tomorrow's Workforce" in the December/January 1985 issue of *Employee Services Management* points to a number of trends that will affect employment in the workplace over the coming years. Not surprisingly, one of these is the "work at home" (telecommuting) movement.

There are two important questions employee services managers need to address:

1. How important is this movement now, and how important will it be in the future?
2. What impact will it have on the way we serve our employees—both those who work at home and those who don't?

Frankly, with a few exceptions, the movement is not that large right now. There are a handful of companies in the U.S. in which a majority of employees perform most or all of their work at home, but by and large, few companies provide any formal work-at-home program for employees. Even those that do report that only a small number of employees take advantage of the opportunity.

Why is this? To answer this question, it's necessary to trace the history of the work-at-home movement. Of course, it's well known that self-

*"Telecommuters need the company newsletter, social events and wellness programs, even more than their office-bound counterparts. It can be their lifeline to the company."*

employed people have been proponents of working at home for decades—actually centuries. Long before large industrial centers sprang up in England, for instance, most people worked at home.

Throughout the decades since, there have always been entrepreneurs who found that not only was there no reason to travel to another location to work, but that working at home actually offered *more* benefits when launching a small concern. (Hewlett-Packard, *Playboy*, Nike, and Apple Computer, for example, all began as home-based businesses.)

While the number of self-employed workers who chose to begin and maintain their businesses at home has grown steadily in recent years, a new phenomenon came on the scene approximately a decade ago—"telecommuting" (working at home for someone else, as opposed to being a self-employed home-worker). The "movement," frankly, has received more press than it might deserve, in the sense that there are, again, surprisingly few companies in the U.S. who offer the option to employees, and surprisingly few employees who take advantage of the opportunity when their companies do offer it.

"People tend to envision rows and rows of empty desks in a large office, and that working at home is more the rule than the exception," states Duane Kline, public information director for the Federal Reserve Bank (Atlanta, GA),

which has one of the more well-known telecommuting programs. "Actually, few employees utilize the privilege more than a half-dozen times a year."

Adds Control Data Corporation's (Minneapolis, MN) manager of "Homework," Ralph McCrae: "The movement is much more evolutionary than revolutionary." In fact, while there are upwards of 15 million self-employed people working at home in the U.S., experts suggest that there are well *under* 100,000 telecommuters.

Why then all the press and publicity for a "movement" that doesn't really seem to be a movement at all? A couple of reasons. First, since telecommuting began a decade ago at zero and now has at least tens of thousands of participants, it *is* a legitimate trend. Anything that starts from a standstill and grows, even though the sheer numbers may not be as great as a large trend that already had millions of participants, and is growing by hundreds of thousands but isn't growing as rapidly percentage-wise, must be considered a trend.

Second, the publicity is really based around the personal appeal of the movement. *People like to think about working at home*, even if they don't actually do it (or aren't allowed to do it by their employers). This statement really brings up two issues—the ones our grade school teachers used to like to drum into our small heads years back in the interest of reinforcing our English lessons: "Can I go to the wash-

room, teacher?" "Yes, you *can*, but no, you *may* not." In other words, the two issues are: 1) an employer's willingness to allow ("may") employees to work at home, and 2) an employee's ability ("can") to work at home.

**Issue #1.** Few companies, especially the more established ones, want to be bothered with launching telecommuting programs. The potential drawbacks seem to outweigh any benefits they can see. (The pros and cons of telecommuting programs from the employer's and supervisor's perspective are discussed in depth in my book, *Working at Home: Is It For You?*, Dow Jones-Irwin, 1985, \$10.95.)

**Issue #2.** Even many of the companies that do allow employees to work at home find that many of the employees eventually choose to return to the workplace as a result of either being unable to get any work done at home or simply not enjoying the change as much as they thought they would. (The pros and cons of working at home—and how to overcome the latter—from the employee's perspective are also discussed in great detail in the book.)

So just what *is* the status of the telecommuting "movement"? Just this: Telecommuting will continue to be a viable option that more and more companies will look at in the coming years as employee demand for it grows and as the competition for good employees forces employers to offer this option.

Again, there will be no revolution, and the office buildings will not crum-

# Work at Home

ble from disuse. *Most* employees in *most* companies will continue to do *most* of their work on their employers' premises; but *some* companies will allow *some* of their employees to do *some* of their work at home. It is this latter trend that will grow, and the one that employee services managers must address.

What impact will this work-at-home movement have on you and your programs? Actually, if your initial response is that there will be *less* need for your services, you had better read on. In fact, the opposite is true. There will be *more* need for your services, to the extent that many telecommuters will consider your programs to be *the* most important ones the company offers.

How so? Let's look at three general categories of very popular employee services: newsletters, wellness programs, and social events.

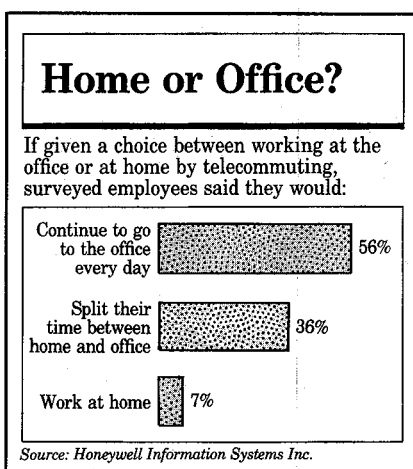
By far the most common reason that employees who have opted to work at home also choose to return to the office is *loneliness*—being out of touch with co-workers, feeling "cut off" from their friends and the company "culture" in general. While most self-employed people thrive on the independence that working at home offers, most employed people find the experience withering. In fact, it's common knowledge that the major reason some people work at all is to satisfy social needs.

Again, while the specific pros and cons of working at home cannot be discussed here, nor can the various reasons your company may decide to launch such a program, it *is* important to remember that if there are any employees in your organization that do (for whatever reason) perform some, most, or all of their work at home, they *need* you.

First, they *need* the company newsletter, even more than their office-bound counterparts. It can be their lifeline to the news of the company. It keeps them informed of what's going on and helps them remain loyal to the organization. Company newsletters, like association newsletters and magazines, keep people at distant locations involved. (Isn't

this magazine, *Employee Services Management*, one of *your* most important links to NESRA?)

Second, they *need* the various programs you might offer under the "wellness" umbrella—fitness programs, stress reduction programs, smoking clinics, diet programs, Employee Assistance Programs and other counseling services, etc. They need these for three reasons. First, as employees in general, they need to be able to take part in these valuable educational and motivational



offerings. Second, as home-workers, they especially need health-related programs, because working at home can be a very sedentary experience. Fitness and nutrition programs can be the highlight of some telecommuters' weeks. Third, the psychological assistance programs (stress reduction, EAPs, etc.) serve a vital need, since, again, many home-workers feel and are cut off from their social communication channels in the office.

Third, they *need* social events (parties, picnics, outings, etc.) to remedy the otherwise socially-isolated home-working environment. Again, being cut off from their friends and other co-workers a good part of the time, home-workers need somehow to make up for this loss. Such company services are often *the* best way to accomplish this.

What, specifically, should you do to better serve your company's telecommuters? There are three suggestions:

- Talk directly with all home-workers. Again, unless you work for a

very unique company, there won't be more than a dozen or so people involved. Find out what their perceived needs are in the way of employee services. Impress upon them that they should not feel cut off from your services just because they're working at home. Encourage them to participate by extending personal invitations.

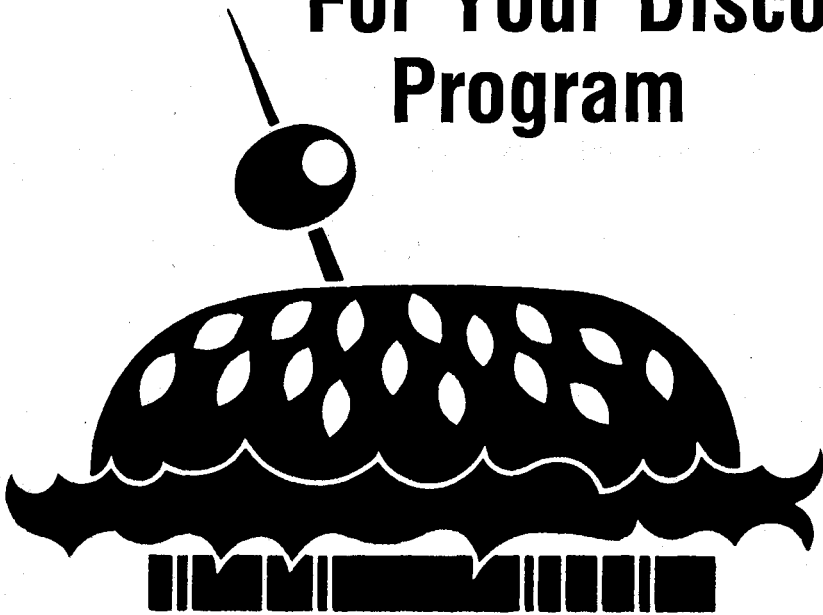
- Talk with these employees and their direct supervisors occasionally to see how they are doing and whether their needs are being met via your programs. You may find you need to set up some alternatives. For instance, while most employees will be able to easily schedule time for social events and to benefit from an EAP service, they may not be able to visit the workplace to take part in a noon-time fitness program. If you have an internal program, you may consider contracting with a local community facility that telecommuters can utilize in the evenings and/or offer evening or weekend programs on-site that are open to *all* employees.

- Don't expect all telecommuters to take part in your programs. Again, while many or most telecommuters will miss the social contact greatly and be very appreciative of the opportunity to continue to participate in company activities, there will be a few telecommuters who have chosen the work-at-home option simply because they *prefer* to work alone and have little need for social contact with co-workers. Such people may have other friends, family and/or outside clubs and associations to satisfy these needs, or their social needs may not be very great in the first place. Don't press them.

**T**he best you can do for telecommuters is offer your services and impress upon employees that just because they aren't spending 40 hours a week in company offices doesn't mean you're not interested in them. The rest is then up to them.

*William Atkinson is a work-at-home business writer and author of Working At Home: Is It For You?*

# NESRA Associates: The Right Ingredients For Your Discount Program



**AWARDS  
THEME PARKS  
CRUISE LINES  
JEWELRY  
FURNITURE  
PROGRAM SUPPLIES  
HOTELS  
SPORTSWEAR  
CANDIES  
PHOTOFINISHING**



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by June Cramer, editor

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Putting together a good employee discount program is a lot like making a great sandwich: You need just the right blend of a number of ingredients.

Unlike making a good sandwich, however, you can't run out to your local supermarket to find all the discounts you'll need.

While it's pretty much agreed upon that every employee—from the president to the janitorial staff—likes to save a buck, it's just as safe to say that no two employees will want the same types of discounts. Some employees may be looking for discounted tickets to movies and sporting events, while others ask for discounts on household items such as clothes or furniture. Some workers may prefer savings on hotels and theme park attractions, while others still may use discounted services such as photofinishing. And the shopping list goes on.

"Sounds like a lot of work," you might be saying to yourself. "Where am I supposed to go to find all these discounts? And with my hectic schedule, when do I have the time to go discount hunting?"

Set all your worries aside. What many employee services managers may not realize is that they have all the makings of a top-notch discount program—right at their fingertips. Just by being an NESRA member, you can take advan-

# Discount Program

tage of NESRA associate member/supplier discounts and their ready-made employee packages. In fact, NESRA associate member discounts may be all the ingredients you need for a well-rounded discount program.

"NESRA associates offer a wide range of products and services that employee services managers can use in their discount programs," notes Chuck Bashian, NESRA marketing manager. "These discounts can mean a great savings to employees."

Thinking about offering your employees photofinishing services at work? Several associate members offer it at a discount. Are employees asking for savings on gift items? There's a number of NESRA suppliers who discount candy and other holiday and gift items. Almost anything you and your employees can think of—furniture, vitamins, attraction tickets, cruises, resorts, greeting cards, stationery, movie tickets, artwork, carpeting, cosmetics and clothing—can be found in the NESRA Buyer's Guide and Services Directory at a discount. This listing, which is published annually in the December/January issue of *Employee Services Management*, features more than 150 NESRA associate members and their discounts.

## QUALITY YOU CAN COUNT ON

Aside from the big savings, there are numerous other advantages you can count on when using NESRA associate members discounts. For one, you can be assured of quality.

"By doing business with an NESRA associate member, you are doing business with someone who supports you," explains Bob Baldwin, NESRA associate member representative. "Secondly, you are endorsing the association."

Bashian agrees. "I think one of the key things employee services managers should keep in mind when working with associates is that these suppliers are doing business with other NESRA

members as well," he emphasizes.

"They have a better understanding of your needs," Bashian continues, "because they are working with other companies in the field."

And that's one advantage not to be taken lightly. It's reassuring to know that you can call up another employee services manager to ask how a particular associate member's discount program worked out in their company.

**By offering employees a discount on a product they want to buy, you create an awful lot of goodwill.**

"This is not to say that other vendors are not reputable," Bashian cautions. "But by working with NESRA associate members, you have a ready pool of information available to you."

"It's a professional friendship," says Baldwin. "It's much more than a buyer-buyc relationship."

## EXPERT ADVICE AT YOUR FINGERTIPS

Putting together an employee discount program takes a lot of hard work and information—information that the typical employee services professional doesn't always have readily available. For example, what items will sell best during the summer? What's a fair price? How should I promote these discounts? What types of tickets will best appeal to my workforce?

All these questions and more can be

answered for you by the associate supplier you are working with. After all, NESRA associates are more than just salespeople—they can offer you expert advice free of charge.

"NESRA associates are experts in their particular business, whatever that might be," notes Baldwin. "Why not call the experts when you need advice?"

For instance, Donna Blair, marketing manager for Cherry Hill Furniture in High Point, North Carolina, explains that all of their salespeople have an extensive background in home furnishing and decorating. In fact, she notes that "most of our people are professional interior designers."

"If an employee calls us about a particular brand of furniture," she adds, "we can advise them and often offer them a better substitute at considerable savings."

NESRA associate members can help you get your discount program off the ground, supply you with brochures and other promotional materials and catalogs, and offer you advice on which items, tickets or services would appeal to your employees. And employees can contact associates directly if they have questions about a product. This means less work for you.

## AN ADDED STAFF MEMBER

NESRA supplies can be such an asset to your employee discount program that they're often referred to as your "invisible staff member." They're eager to make your discount program work—and they'll do most of the work to prove it.

"We do all the work from start to finish," says Randy Wagner of Brunswick Recreation Centers. "We supply and distribute invitations and other promotional items for our bowling centers."

"It's so simple," contends Frosty Ainlay, vice president for Bronson Pharmaceuticals in La Canada, California. "I know how busy many per-

sonnel people are, so I created a program where we do all the work, including sending out mailers and brochures. And the employees order their vitamins directly from us, so it's not an extra hassle for the employee services manager."

"I am amazed, actually, that more employee services managers do not offer this program to their employees," Ainlay continues. "It's a matter of simply letting the employee know that such a program exists and where to go to pick up a kit of materials. From then on, it's entirely up to the employee."

There's little time or effort required on the part of the employee services manager when working with most NESRA associate members. They have ready-to-go kits and advertising materials. They'll supply you with all the necessary order forms. And perhaps most importantly, there's often no need for money to change hands—the employee usually sends his order directly to the supplier.

## SOMETHING FOR EVERYONE

Although it's often said that "You can't please everyone," that old adage might just be obsolete. There's such a wide variety of NESRA associate suppliers, you're bound to find a discount for everyone. To get the wheels turning, try these ideas for starters:

☐ For chocolate-loving employees, Swersey Chocolates offers such delicacies as mint truffles, chocolate-covered cherries and other holiday and specialty items at considerable savings. Swerseys will also supply you with free brochures.

"Whether you have 15 or 15,000 employees, Swersey's program is tailor-made to your order," emphasizes John Swersey, national sales director of the family-owned business.

☐ "Furniture is a big-ticket item," notes Donna Blair of Cherry Hill Furniture. "We can offer employees substantial savings on home furnishings

and carpeting—savings they'll really appreciate." With Cherry Hill's "No-Show Showroom" or catalog, employees can buy home and office furnishings on over 500 famous brand names at savings of up to fifty percent.

☐ "Next to price, convenience is probably the prime motivator of employees," contends Greg Hitchin, sales manager and market specialist for Guardian Photo. "By offering em-

**We do all the work from start to finish. . . . It's so simple.**

ployees on-site service for film developing at the workplace, employee services managers are doing their workers a real service."

Guardian Photo is only one of many NESRA suppliers who offer discounts on photofinishing.

"Those who have used this service praise the convenience of delivery here at the plant," said a Guardian Photo customer, "along with the super low price."

☐ For employees with a sweet tooth, Sees Candies offers a wide variety of pre-packed boxes of chocolates and other assortments.

"It's ideal for employee gift-giving," says Sue Keller, assistant marketing manager, "And by offering employees a discount on a product they want to buy, you create an awful lot of goodwill."

☐ "Employees are always looking

for benefits and discounts when they travel," notes Susan Melum, advertising and sales promotion manager for Days Inns. "Our discount booklet is an advantage to employees who'll be traveling, because these discounts are not available to everyone."

☐ Holiday Inns is another hotel chain that offers substantial discounts to NESRA member employees. "Everyone goes to Disneyland or Florida at least once," contends Laurie Cardenuto, Florida District Sales for Holiday Inns. "We offer discounts to employees of up to 15-50 percent on sleeping rooms during the off-season."

And these discount coupons are available only to NESRA member employees. "We also have discount coupons for other attractions," adds Cardenuto.

## THE RIGHT STUFF

Whether your discount program is well-established or newly-formed, you can certainly benefit by putting NESRA associates and their discounts to work for you.

Your employees will appreciate the savings and convenience, and you'll gain from the expert advice and knowledge. It's a win-win situation—and that's a benefit we all can count on.

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*To obtain a copy of the NESRA Buyer's Guide and Services Directory, write to NESRA Headquarters, 2400 S. Downing, Westchester, IL 60153.*





# How to Run a Vendor Fair with Flair

*Is your chapter considering holding an associate fair? Take some expert advice from a NESRA chapter associate member.*

by Ruth Knestrict

One of the most important tasks for any salesperson is determining *who* is the decision maker in an organization. Through my membership in one of NESRA's chapters—the Cleveland Employee Services Association (CESA)—those decision makers are readily available to me.

As the group sales director for The Coliseum in Richfield, Ohio, my primary responsibility is to sell large blocks of tickets for family events booked at our arena. Of all the professional organizations of which I have been a member, CESA offers me the most concrete advantages to accomplish this: Monthly luncheon meetings, where I can personally meet my existing clients and establish new professional relationships; An updated membership list, with accurate addresses, names, and

phone numbers; The opportunity to present my discount offers at monthly luncheon meetings; and perhaps most importantly, an annual associate fair where general members can visit exhibits displayed by the associate members.

This past March, CESA hosted their second annual associate fair, and it was a success for both the sellers and the buyers. With a good committee, the dedication of members and a relatively minimal cost, any organization or NESRA chapter can produce and promote an associate fair that will fill many needs and produce an abundance of benefits.

## **What is an Associate Fair?**

An associate or vendor fair is an exhibit of products, services and enter-

tainment values that are offered by associate members to the general membership.

A novel alternative to the traditional associate fair is a reverse vendor fair, in which organizational members display booths, acquainting associates with their corporate needs and enabling vendors to better target their markets. The organization of such an event is similar to that of the associate fair.

## Organizing the Exhibit Hall

This year, CESA had twenty-nine associate exhibitors. Each exhibitor was given an eight-foot draped table for their display and was responsible for decorating their "booth" in any manner they felt appropriate, as long as the display was within the area reserved for them. The majority of exhibitors brought table-top displays, while some brought slide shows, video tapes, banners and rotating displays. Two chairs were placed in front of each table so that general members could comfortably spend time talking with the vendor about specific plans for participation in an event or service.

The fair was held in a large banquet room at a Cleveland hotel. The tables were lined to make two large aisle ways with associate exhibits on both sides. Exhibitors who requested an area to hang a back-drop were placed against a wall. Each was responsible for providing all of their own equipment, including extension cords.

The cost for reserving an exhibit space was \$25. CESA provided table signs for all exhibitors and welcoming and direction signs in the lobby.

## Promoting the Fair

The best way to promote a vendor fair is through mailings to the membership and announcements at the monthly meetings.

Advance notices and reservation cards were first sent to the CESA associate members in order to give them time to plan and prepare their displays. Repeat notices were then mailed to the general

members. The last mailing was sent within a week of the fair.

In addition, the fair committee and the CESA Board of Directors developed a *non-member* mailing list of area corporations, attractions and services and sent special invitations to these individuals as a membership recruitment tool. Although some chapters may not want to invite non-members, more and more associate fairs are opening their doors to outside vendors as a means of increasing their visibility. The Toledo Industrial Recreation and Employee Services Council (TIRES), for instance, plans to open their next vendor fair up to the public, thereby increasing exposure for both associate and general members.

## Setting a Budget

The major costs of a vendor fair include:

- 1) Rental fee of exhibit hall
- 2) Postage costs for mailings
- 3) Printing and/or copying costs for announcements, reservation cards, programs, and other miscellaneous forms
- 4) Table and welcoming signs (optional).

Although some organizations have substantial enough budgets to avoid charging exhibitor fees, others exact up to \$100 or more from their vendors. CESA charged a \$25 fee per exhibitor, which gave the fair committee an operating budget.

It is essential to depend on existing members to help out whenever possible. The hotel CESA chose, a member, is the site of our monthly luncheon meetings. Another member had the personnel to make signs, and several member companies donated their word processing and copying equipment for the printed materials.

"Use your associate members for things you need along the way," recommends CESA president Ken Evans. Vendors are usually most willing to cooperate by donating pens, signs or plastic bags to hold hand-outs.

Admittance to the fair was free, but some chapters may charge an entrance

fee. If a person wanted to stay for a buffet, they were requested to place an advance reservation and pay for the meal. A cash bar was also provided.

## Setting a Time Frame

The starting time and length of a fair should be based on members' work schedules and the number of people expected to attend.

The first fair CESA produced last year opened at 10:00 AM and closed at 12:30 PM, with a luncheon immediately following. There was not enough time for the general members to view every display, however, and since the luncheon was a catered, sit-down affair, both exhibitors and viewers felt rushed.

This year, CESA opened the fair at 2:30 PM and closed it at 7:00 PM. This allowed participants the opportunity to attend after office hours, as many individuals cannot take the time away from their businesses. Other chapters, such as the Minnesota Employee Recreation and Services Council (MERSC), have also found it best to open their doors in the evening for the many who can't get away during work hours.

A buffet was available at CESA's associate fair from 5:00 PM to 6:30 PM for those attending during dinner time and for the exhibitors who were there for the entire fair. While many organizations only provide hors-d'oeuvres for browsers, buffets are a common attraction, being a less expensive alternative to the formal dinner. Also, associate members may present samples of their products in the buffet.

## Printed Materials that Need to be Produced

- Announcements to associate members, return reservation cards confirming exhibit space, and a return reservation card if a meal function is included.

- Announcements to general members (approximately three different mailings) and a return reservation card if a meal function is included.

- Invitations to potential members.

- A program listing exhibitors, door prize drawing times, door prize contributors, and committee members.

- Registration sign-up forms and receipts for those paying at the door for a meal function.

- Sign-up forms for each exhibitor to have at their displays in order to have a record of individuals who attended.

- Evaluation forms for exhibitors to fill out after the fair.

- Tickets for meal functions and door prize drawings.

## Door Prize Drawings

One of the most popular and useful ideas CESA used was door prize drawings that were held at two *pre-announced* times during the fair. Associate members donated prizes ranging from small gift items, certificates and tickets for events to weekend packages at local theme parks. Announcing these prizes in the advance notices was an added incentive for people to attend, and it also provided extra publicity for the associate members.

## What are the Benefits of an Associate Fair?

An associate fair gives associate and general members the opportunity to meet face to face and explore, in depth, the situations of each organization. A fair encourages general members to take advantage of the many offers available to their employees and generates a sense of excitement about employee services.

Associate members are given the valuable opportunity to display their products and services to the people who are the organizers and decision makers in the corporations, and are able to share ideas among themselves regarding discount offers, displays and novelty items. An associate fair is also an excellent membership recruitment and retention tool.

**C**ESA is committed to an annual associate fair because of these benefits. The planning and organization of this event take time, thought and money, but the efforts exerted are

# Checklist for an Associate Fair

## Two months in advance

- 1) Organize a committee of five to six people (both associate and general members should be represented)
- 2) Determine date, place, time, and registration fees of Fair
- 3) Assign the following duties to committee members:
  - **Fair site liaison**—This individual is responsible for relaying all set up information to the hotel/meeting hall
  - **Publicity for vendors**—This individual is responsible for developing the mailings to the associate members for their participation as exhibitors
  - **Publicity to general members**—This individual is responsible for developing the mailings advertising the Fair to the general members
  - **Publicity to potential members**—Responsible for developing a mailing list and invitation for non-members
  - **Reservations Manager**—Responsible for keeping records of participants, meal reservations, depositing of funds
  - **Fair day registration and welcoming**—Coordinates registration table sign-up and welcoming shifts
  - **Door prize drawing coordinator**—Responsible for soliciting associate members for gifts and prizes
  - **Development of Evaluation Form**

## One month in advance

Repeat mailings. Personally call both vendor and general members to gauge/build interest. Announce in all general mailings and at meetings.

## Two weeks in advance

Repeat mailing to general members with reservation cards.

Send mailing to potential members.

Contact all vendor members. Let them know this is their last chance to participate!

Begin preparing vendor table signs and welcoming sign. If a food and/or beverage function is involved, finalize menu details.

## One week in advance

Keep in touch with the fair site. Let them know your numbers to date.

Begin preparing printed materials for pass-out at Fair.

## Day of Fair

Committee should arrive at least two hours in advance. Set-up should be double checked. Registration and welcoming tables should be in a prominent place. One or two committee members should be on hand to personally greet all arrivals.

Be sure each exhibitor is given an evaluation form at the conclusion of the Fair—the ideas and comments will be of great help to the next Fair committee.

well-rewarded.

The twenty-nine exhibitors had the opportunity to speak with over 80 representatives from area corporations on one day, at one place. As a salesperson, I recognize this opportunity as an excellent and efficient way to increase

my sales volume, develop new clients and share ideas with others in my profession.



*Ruth Knestrict is the group sales director for The Coliseum in Richfield, OH and an associate member of CESA.*

# FOR RENT

## Renting instead of buying may save both time and money for you and your employees

by June Cramer, editor

**Y**ou're planning your company picnic and you want to make this year's event the most memorable ever. But your company doesn't own enough tables, chairs and party supplies for the expected crowd of 5,000.

Resort to having separate picnics on different days for each division? That would mean more work for you, and it would defeat the purpose of bringing all employees and their families together in a social setting. Go on a shopping spree? Impossible on your limited budget.

Help is waiting, however. The alternative: Rent the equipment and supplies you need.

**I**n this era of high prices and ever-changing needs, many employee services managers are turning to the rental concept as a way to serve their employees.

"From tractors to teaspoons, from Santa Claus suits to silver tea sets, and from beds to bulldozers, the public is realizing the convenience and practicality of rental equipment," says C. A. Siegfried, Jr., executive director of the American Rental Association (ARA) in Moline, IL. ARA represents rental stores that specialize in commercial, medical, recreational, party and industrial equipment.

### From A to Z, It Can Be Rented

The rental inventory runs the gamut from champagne fountains and wedding gazebos to cotton candy machines

and hot air balloons. "If you look hard enough you can find just about anything to rent," notes Minnesota Rental Association President James Meyer.

Renting is an ideal option for employee services professionals when the equipment or supplies needed will only be used for a day, week, or even a month. Seasonal items often fall into this category.

**A rental program  
gives employees the  
opportunity to rent  
equipment that they might  
use only once a year. It  
saves them money.**

"The obvious advantage to renting is the cost," contends Bob Graham, general manager of A to Z Rental, which has three Chicagoland locations and offers a wide variety of merchandise, such as office equipment, party tents, audio-visual equipment, china, trucks, cars and lawn care equipment.

Besides eliminating costly initial investment and allowing you to pay only for the small amount of time you'll actually be using the item, equipment

rented on a day-to-day basis eliminates maintenance costs, since no mechanics, repair tools and parts are required for backup. With rental, the employee services manager is assured of uninterrupted service. He or she faces no storage, depreciation or disposal costs. And by consulting with the rental dealer, you can get expert advice.

### Fit For a President

The biggest trend in rentals, according to Graham, is to rent supplies for outdoor picnics and parties. He's rented equipment to such big names as IBM, AT&T and President Reagan (for a midwest bash).

At a recent AT&T picnic, for example, 1000 chairs, 100 tables, 4 roasters for pigs, various-sized tents and countless other party materials were rented to accommodate the crowd.

"The two large canopy-tents they used would cost \$16,000," says Graham, "but by renting they only paid \$2000."

Beth Velej, consultant at a rental shop that specializes in hostess equipment in Paoli, PA, says her customers range from individuals entertaining at home to firms hosting employees. She can provide you with all the accouterments for a formal dinner, including linen, silverware, chairs, dishes of various sizes, and assorted glassware.

Thinking about throwing an employee dance? Consider renting a disco ball, fog machine and portable dance floor to convert your company cafeteria

# FOR RENT

into Studio 54. Running a holiday party for employees' children? Rent a Santa Claus suit or Halloween costumes. Other possible items include portable bars, P.A. systems, crystal, camping equipment and movie projectors.

If your company would like to run a trial fitness class to determine employee interest, renting exercise equipment such as stationary bicycles, treadmills, joggers and rowing machines can keep the costs down. It also gives the employee services manager a chance to "test" the equipment before actually purchasing it.

## Know Your Obligations

Remember that renting differs from leasing. A rental is for any length of time. You can return the item when you wish and pay only for the elapsed time. Some stores do require a minimum number of rental hours on certain items. Be sure that this is clear before you sign the agreement. Leasing involves a contractually agreed upon time and usually includes financial penalties for early cancellation.

Know your obligations. According to the ARA, these points are customary under a rental agreement:

- The customer's cost, liability and use begin and end with the rental period.
- The customer is responsible for any loss or damage while in possession of the equipment.
- The rental shop is responsible for maintenance.
- Deposits generally are on costly or technical equipment.

Before dealing with a particular rental store, check with your local chamber of commerce or Better Business Bureau.

## Equipment Rental Programs for Employees

Employee services managers are not the only ones discovering the benefits of renting. Through employee equip-

## WHAT'S THE RENTAL MARKET?

Item	Cost
Electric drill (3/8-inch)	\$7/day, without bit
Cross-country skis, with boots and poles	\$7/day
Banquet table & chairs	\$5.50 per use, \$1.20 each for chairs
Wheelchair (unmotorized)	\$14/day
Two-man tent	\$15/day
Video-cassette recorder	\$16/day
Rug shampooer	\$25/day
Main sewer auger	\$22 for two hours
Air conditioner (6,000 BTUs)	\$40/week
Spray-paint gun & turbine	\$35/day
Champagne fountain (6 gal.)	\$45 per use
Pickup truck, GMC V8	\$32/day, plus 18 cents/mile

ment rental programs, workers are also renting about this cost-saving option.

"Our employees love it," says Rebecca Gregory, employee services manager, Rockwell International, Cedar Rapids, Iowa, of their company's equipment rental program.

Rockwell employees can rent a wide variety of camping and outdoor equipment, including 3-person dome tents, 12 and 5 gallon coolers, sleeping bags, large coffee urns and camp stoves. Participation in the program is steadily increasing.

"For employees who are just going to use the equipment occasionally, or for those people who just want to try out camping, this sort of thing is just

great," explains Gregory. "The rental program gives them the opportunity to rent equipment that they might use only once a year."

## VCRs Surge in Popularity

"One rental item that is very popular is the VCR," notes Gregory. "Ours is gone all the time," she adds. "Employees have to book it weeks in advance."

At the low price of only \$3 for one day or \$5 for an entire weekend, renting the VCR is quite a bargain. And for Rockell employees who are throwing a special party or want to try out a VCR before making such a major expenditure, this company service is much appreciated.

In addition to its thriving rental program, Rockwell also provides its employees with an equipment check-out program. Such athletic equipment as volleyball sets, horseshoes, jump ropes, basketballs, Trac-ball sets and softballs are available on a loaner basis for free. And like the rental program, more and more employees are taking advantage of this service.

"We're pretty well booked all the time," Gregory says, "especially during the summer. The volleyball sets are gone every weekend."

Honeywell, Inc. in Minneapolis has also found great success renting sports equipment to employees. Such items as volleyball nets, horseshoes, tug-of-war ropes and bullhorns are available for rent to Honeywell employees for departmental outings and picnics.

"Our equipment rental program is a service to employees," contends Bob Crunstedt, manager of recreation services. "Like our discount ticket program, it's an added convenience for the employee."

Honeywell's program has grown in popularity over the years. Last year was their busiest ever, with 200 groups renting some type of equipment.



## Setting Up a Rental Program

Some companies starting an equipment rental program for employees use equipment they already own from their recreation department or recycle equipment no longer suitable for league play.

Others prefer buying all new equipment, knowing that the initial investment will be re-couped. Gregory set up rental prices at Rockwell, for instance, so that the equipment would pay for itself in about ten rentals.

Either way, the initial financial outlay is relatively minimal, and the benefits far outweigh the costs.

### THE MOST POPULAR RENTAL ITEMS:

- Audio Visual Equipment
- Balloons and Helium
- Canoes
- Casino Equipment
- Christmas Trees
- Costumes
- Grills
- Home Game Computers
- Microwave Cookware
- Office Plants
- Skis
- Snowmobiles
- Whirlpools

Source: American Rental Association

"It's a service you can nurture with little or no cost," notes Crunstedt.

At Honeywell a deposit is required, particularly if the item is in high demand, such as a megaphone for picnic outings. And employees must sign a three-part contract.

Most companies reserve the right to deduct from an employee's paycheck in case of damage, but both Gregory and Crunstedt report that they have rarely encountered any such problems.

## Programming Under the Big Top

### Where to Rent a Tent

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Another plus is that a tent can go anywhere. It can transform a parking lot into a showroom or make the company grounds a meeting place. There is no need to worry about overcrowding or employee overflow. Tents come in all shapes and sizes, and they can hold an infinite number of people. The variety of tent shapes available easily accommodates podiums, public address systems and display booths. If

requested, a tent can contain air-conditioning or heating equipment. Lastly, the tent rental company takes care of installation, maintenance and removal so there is no inconvenience to you.

For information on where you can rent a tent for your next corporate event, the Tent Rental Division of the Industrial Fabrics Association International has put together a Tent Rental Directory, free of charge, that contains a listing of nearly 150 firms who rent and manufacture party, fair and commercial tents.

To obtain your free copy, send a self-addressed business size envelope to: Tent Rental Directory, IFAI, 345 Cedar Building, Suite 450, St. Paul, Minnesota 55101.

## Tapping Your Market

"Know your market" is the best piece of advice to employee services managers who are starting an equipment rental program. While renting beer coolers and lawn equipment to employees may prove popular at Company A, Company B employees may be the fancy silver and china type. Is your company in an area where homeowners can cut their own firewood? Stock plenty of chain saws!

While determining where employees' interests lie is important, you also have to assess your local rental market.

"I investigated other rental places in the city," says Gregory, "and it turned

out that there wasn't anybody renting sleeping bags, tents or your basic camping equipment anymore." Gregory quickly capitalized on this finding and starting renting outdoors equipment. The result: A whole bunch of happy employees.

Gregory also recommends trying to pick items that employees would only use occasionally and not want to invest in.

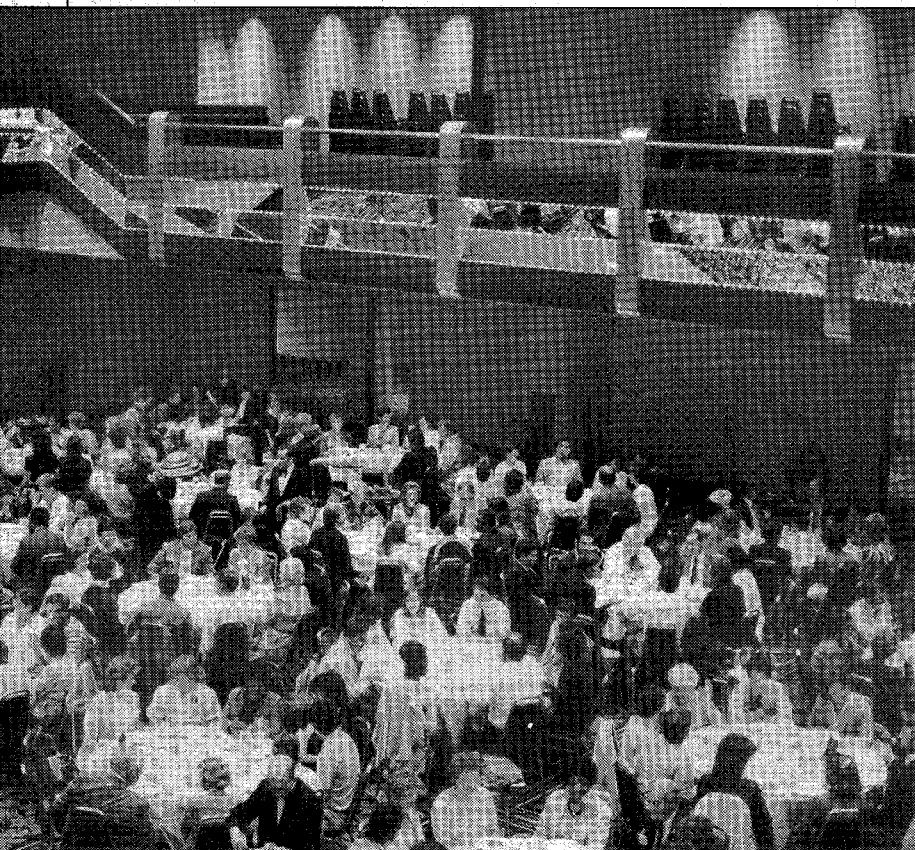
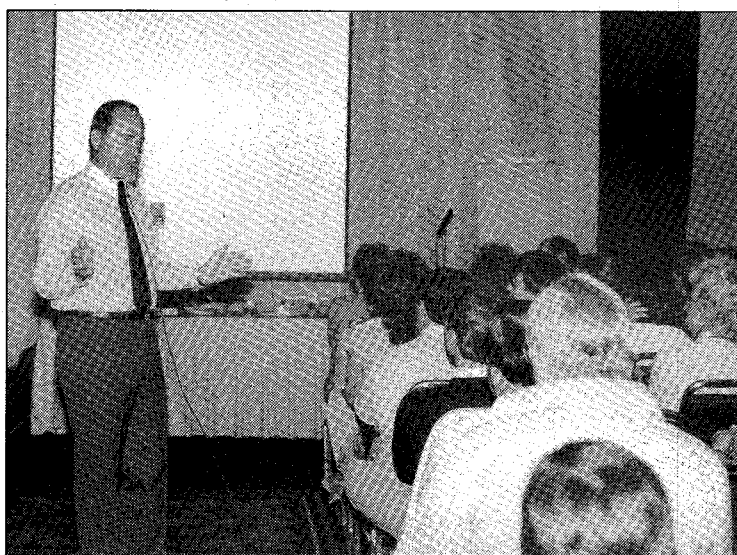
**T**he rental industry is an awakening giant just beginning to flex its muscles, reports ARA. For employee services managers, it's a bargain not to be passed. The case *not* to buy—and to rent instead—is sometimes too convincing.



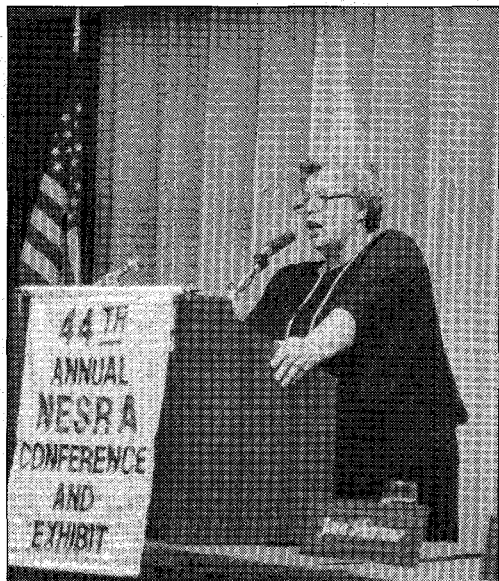
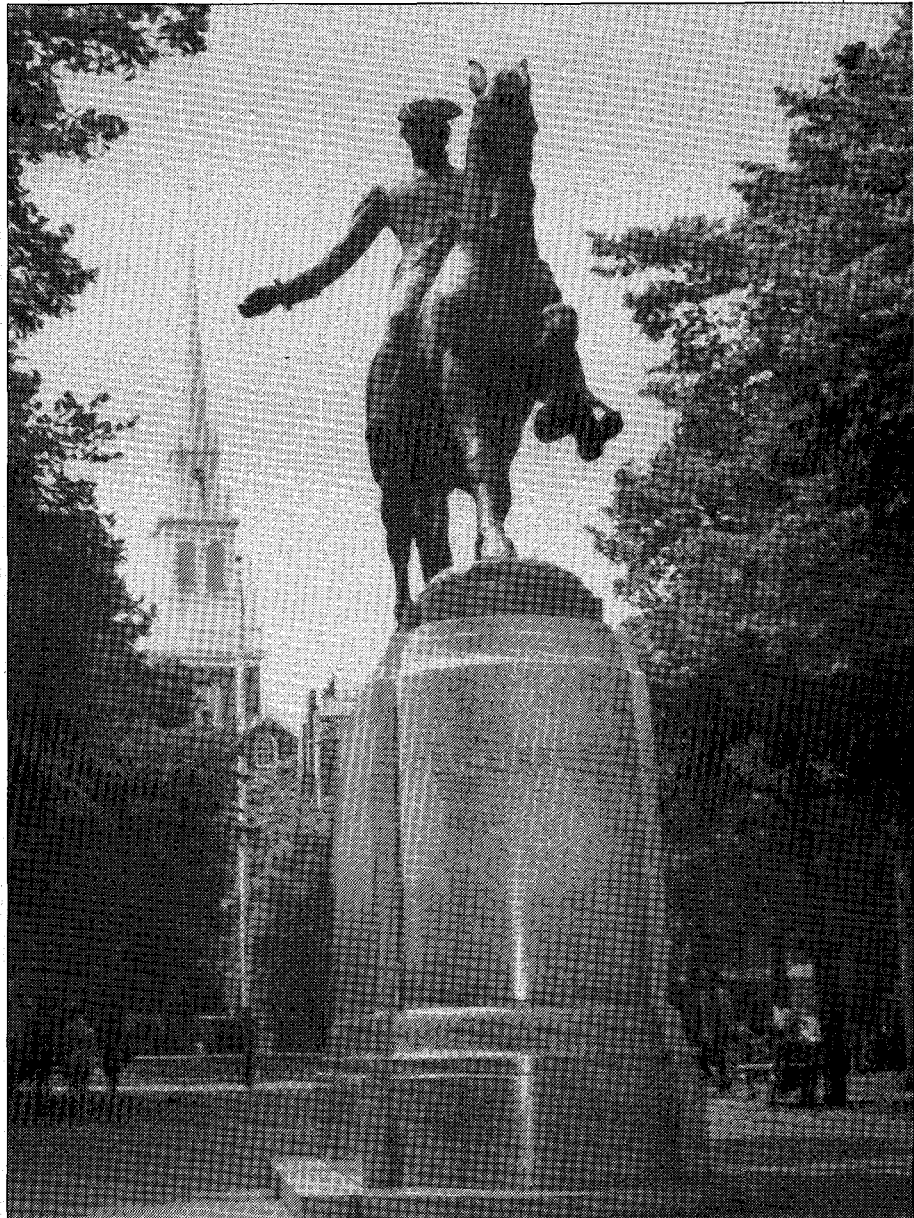


# NESRA Conference

*Highlights of NESRA's 44th Annual Conference and Exhibit*



# Shines Bright



*(From above, clockwise): Boston's rich heritage inspired conference delegates; Jeanne Sherrow gave the Keynote Address; NESRA executive director Pat Stinson, congratulates NESRA president Leroy Hollins after another successful conference; Over 600 delegates attended the conference; Tony Marshall explains how to reduce liability factors; the opening session.*

# NESRA Conference

**B**oston, the city and its spirit, which has played such a pivotal part in the shaping of our nation's history, was once again a contributing force for some more history-making . . . NESRA's history.

The 44th Annual National Employee Services and Recreation Association Conference took the Freedom Trail to Boston in May. Inspired by Paul Revere's midnight ride and those patriotic men who fought at Bunker Hill, over 600 delegates and vendors of NESRA gathered. Hopes were high to further shape the future of employee services and recreation into the valuable business element it should be among our

nation's companies.

"A Beacon to the Future" was the theme for the annual four-day conference. Delegates from all over the United States, Canada, Puerto Rico and as far away as Australia, converged onto the Sheraton-Boston Hotel on May 1st.

## EDUCATIONAL SESSIONS

Stimulated by the many educational sessions, delegates learned and participated in skill building areas such as personal effectiveness and goal setting, fitness and health, communications, recognition and awards development. Also included were sessions on business writing, crisis management, motivation, EAP's and use of volunteers.

Conference attendees were inspired

by such famous keynote speakers as Mike Eruzione, captain of the 1980 Olympic Gold Medal U.S. hockey team; and Sarah Weddington, honored "Woman of the Future" by Ladies Home Journal and TIME Magazine.

## OVER 110 EXHIBITORS FEATURED

One of the highlights of the conference was the exhibit hall, featuring over 110 exhibitors.

Ranging from the popular, familiar organizations such as Disney's Magic Kingdom Club, Guardian Photo and See's Candies to hotels and resorts, tour operators, T-shirts and other incentive-type products and services, the exhibit hall offered something for everyone.



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Also represented were other amusement parks and fitness-related organizations, such as the University of Michigan Fitness Research Center and gym/fitness product supplies.

Swap tables and exchange sessions allowed for individuals and chapters to receive valuable information and materials from each other. Internal communication pieces, brochures, event plans, newsletters and other marketing materials were just some of the things you could have gathered that were produced by other companies and chapters.

## PEER EXCHANGES

Yet foremost, delegates were fueled by the camaraderie and the enthusiasm of their peers. Conference attendees had the chance to share ideas, hear similar problems and gripes common to each other. The meeting of new faces is what NESRA, each region and each local chapter, is all about.

## SOCIAL OPPORTUNITIES

All was not hard work, however! One of the best parts of these conferences is meeting new people and renewing old friendships. And Boston provided plenty of situations for that.

A dessert social in Quincy Market Place brought delegates all together the first evening for some fun and entertainment. The following night provided an opportunity to relive those fabulous '50s on board a Boston harbor cruise, dinner and dance. Hoopskirts, rolled sleeves of white T-shirts, greased-back hair and pony tails were the attire for the evening.

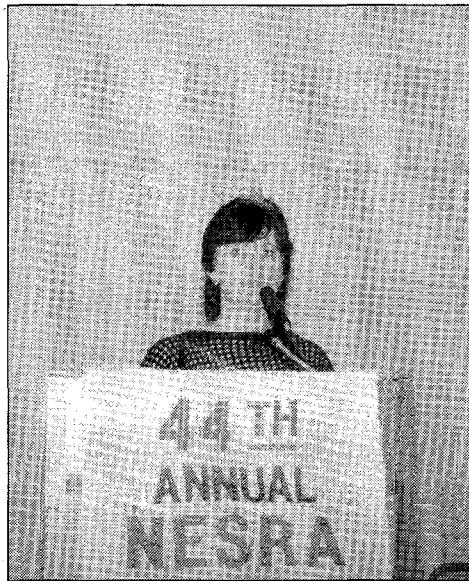
The closing dinner and dance Saturday evening allowed conference attendees to be a group for one final social. Honored at the Management Luncheon was Digital Equipment Corporation for their strong commitment and support of services and recreation for their employees. Their Human Resource Director gave an all-inspiring



(Above): *The Fitness and Health Workshop, led by Mike Bass, CESRA, of Phillips Petroleum; The entertainment was top-notch at the NESRA Dinner/Dance; (right) President Leroy Hollins presents the Employer of the Year Award to John Sims of Digital Equipment Corp. in honor of Ken Olsen, their CEO.*



# NESRA Conference



*(From above, clockwise): Over 110 suppliers and vendors were featured in the exhibit hall; Conference Chairman Alice Bucca of Digital Equipment Corp.; NESRA President Leroy Hollins congratulates Frank Deluca, Conference Advisor, on Avco Lycoming's Certificate of Excellence Award; Delegates danced to the beat at Quincy Market Place; Conference attendees joined hands to proclaim "We are the world."*

speech that brought employee services and recreation all into perspective.

THE IMPORTANCE OF LEISURE

If there was one overriding message of the conference, it was that employee services and recreation is more important than ever.

“Leisure is a gift,” emphasized Jeanne Sherrow, keynote speaker. “One of the best things you can do for the employees that you serve is to prepare them for what’s coming.

“The wise use of the gift of leisure is the challenge of our day,” she continued.

Leisure is an opportunity to add to the quality of your employees’ lives, Sherrow noted. Employee services managers have the responsibility to help workers develop their leisure lifestyle and make the most of their lives.

From Boston we learned that we can achieve, just as the Paul Reverses and the Bunker Hill patriots did so many, many years ago. By believing in the cause, taking the time, expending the effort and making the commitment, we all can follow that ‘Beacon to the Future.’

Those NESRA members interested in attending a future NESRA conference should note that the 1986 annual conference will be held in Long Beach, California, aboard the Queen Mary. The date on that conference is May 14th through 18th.



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# Take Home the NESRA Conference

... with cassette tapes of the major educational sessions of the 44th Annual NESRA Conference and Exhibit.

☐ **Leisure: Free Time Or Time On Your Hands?**—Dr. Jeanne Sherrow, University of Massachusetts.

☐ **Leisure Counseling—Part I & Part II**—Johnathan Korfhage, Oakland Parks & Recreation.

☐ **Meetings: A Better Way—Part I & II**—Eric Hall Anderson, Honeywell Information Systems.

☐ **Developing/Improving Your Service Recognition Awards**—Frank Havlicek, Motorola Corporation.

☐ **Reaching Today's Employees**—Dan Dickenson, Productivity Communication Center.

☐ **Making Your Plans Work—Part I & II**—Gerald Post, Honeywell Information Systems.

☐ **From Market to Market**—Charles Bashian, NESRA Marketing Manager.

☐ **Salesmen All Are We**—Norman Williams, Norman Williams and Associates.

☐ **Recreation: A Risky Business**—Dr. Tony Marshall, Florida International University.

☐ **How Not To Have a Heart Attack Before The Age of 60**—Dr. William Castelli, Framingham Heart Study.

☐ **Exercise Your Heart And Heart Attacks**—Dr. Joseph Alpert, University of Massachusetts, Medical Center.

☐ **Managing Stress And Burnout—Part I & II**—Dr. David Frances, EAP Systems.

☐ **The Business Of Business Presentation: Presenters, Audiences, Content and Vibrations**—Ron Lebleu, Software People Concepts, Inc.

☐ **Being A Volunteer**—Anthony Ippolito, Jr. Digital Equipment Corporation.

☐ **How To Get The Most Out Of Your Volunteers**—Kathleen Carney, Honeywell Information Systems.

☐ **Managing The Megatrends Of The 80's**—Richard Blue, Consultant.

☐ **The Real Truth Behind The Drug Scene In The 80's**—Bob Stutman, New England DEA.

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# Leisure-Time Activities in Remote Areas

## *Can the company be held liable?*

by Professor H. Newcomb Morse, J.D.

**C**ompanies or divisions in remote areas who offer recreational activities for their employees or a means of transportation to pursue leisure-time activities should be aware of a possible case of liability in the event of an employee injury, according to a recent ruling by the U.S. Court of Appeals. In the case *Smith v. Pan American World Airways, Inc.*, a company was held liable for the death of an employee who was using a company jeep to pursue a non-employer-sponsored recreational activity.

An award under the Defense Bases Act was made by the Deputy Commissioner to the widow and orphans of Robert M. Smith, an employee of Pan American World Airways, Inc., for his death on San Salvador (Watling) Island in the Bahamas. The fatality resulted when a jeep overturned in which the decedent was riding as a passenger with other employees for recreation.

Smith had been hired by Pan Am as a powerhouse operator in its performance of a Government contract for the maintenance of Atlantic range facilities in connection with the United States Air Force Missile Test Center at Cape Canaveral, Florida.

Smith's home and family were in Galax, Virginia, about 1000 miles distant. Pursuant to his engagement he was provided sleeping quarters and meals at the power station. Work occupied 8 hours each day, but for any emergency he was subject to call during off-time. Tracking equipment was situated throughout San Salvador.

Aside from its remoteness, the island embraced only about 42 square miles—5 miles by 13 miles in its greatest dimensions. The population consisted of approximately 800 natives. Official personnel added another 50 individuals. The only settlement, Cockburn Town, was about three miles from Smith's dormitory.

Pan Am furnished the employees where Smith was quartered with a pool room, an outdoor picture theatre, row boats and baseball and softball equipment. The ocean and beach provided swimming, fishing and boating opportunities. Additionally, a "Reef Club" was maintained there, at which alcoholic beverages could be purchased and reading and card playing enjoyed.

The employer supplied no transportation for the workers to leave the site, but taxis were available, and on occasion upon request, use of a jeep would be allowed by Pan Am for recreational trips.

When Smith had completed his regular assignment for the day, he went to the Reef Club, soon after 4 o'clock P.M. Except for time at dinner or supper, he remained there with three other co-employees drinking beer or champagne.

Around 7:30 P.M. they drove in one of Pan Am's jeeps—whether with the tolerance of the employer is not clear—to a native pub in Cockburn Town, known as "Evelyn's" or the "Blue Marlin Club." Here they obtained another beer, returning to the jeep in about fifteen minutes.

As they approached the base, the vehicle overturned from excessive speed or due to a defect in the road. Smith and another employee, Gondeck, were killed. Neither of them was the driver; intoxication was not ascribed as a factor in their deaths. The entire excursion occupied no more than a half hour.

The Commissioner concluded that the death of Robert M. Smith arose out of and in the course of his employment. Considering the distant place of employment, the sparsity of population and limited area of the island, the Commissioner determined that the group, including Smith, were justified in looking for recreation beyond the confines of their habitat.

Smith was only "doing what he [might] reasonably be expected to do," said the Commissioner, in the circumstances of his employment-residence. In short, his brief exit was "an incident of the service."


Pan Am and its insurance carrier, The Travelers Insurance Company, successfully petitioned the District Court of the United States for the Eastern District of Virginia to vacate this conclusion and the award as not vindicated by the proof. The Commissioner appealed.

The United States Court of Appeals for the Fourth Circuit reversed the judgment of the District Court, declaring:

"Although some of the factual ascertainment made by the Commissioner may be without full support, we think substantial evidence undergirds his crucial and determinative fact findings. To these he applied correct and apt principles of law. Together they dictate the award. . . .

"Upon the findings, conclusions and reasons stated by the Commissioner, we believe his award should be reinstated."

In short, a company may be found liable for an accident transpiring in a non-employer-sponsored recreational area within reasonable proximity of the employer-sponsored recreational area, or, as in the case here involving Pan Am and Smith, en route to or from such a non-employer-sponsored recreational area, provided the site involved is, as it was in this case, remote and sparsely populated.

Further, an employer may be held responsible for the injury or death of an employee occurring in an employer-sponsored recreational area. This could include an accident happening en route to or from a recreational area. 

# Rockwell's Tailgate Sale

A Treasure-Hunter's Delight

**"O**ne man's junk is another man's treasure" is the philosophy at Rockwell International's tailgate sale, where employees and their families gather in the company parking lot to sell everything from clothing and antiques to the kitchen sink.

For only a \$3 registration fee (which offsets advertising and promotional costs), Rockwell employees are reserved up to four parking spaces which they can use to "set up shop." Employees sell their wares from the back of their car, or some bring tables from home to display their goods. The sale is open to the public, and for those

bargain hunters who can't resist garage sales, this company-sized version is heaven on earth.

The first Rockwell tailgate sale was held on a Saturday morning last June, and the term "tailgating" has taken on a whole new meaning at Rockwell ever since.

"It was so popular," says Rebecca Gregory, employee services manager at Rockwell in Cedar Rapids, Iowa, "that we scheduled another one right away for September, and employees immediately started asking when we were going to have one the next year."

Part of the appeal for employees, ex-

plains Gregory, is that much of the work is already done for them. Neighborhood garage sales attract a lot of people, she notes, but they are difficult to organize. So Spectrum (Rockwell's employee association) decided to do it for them as yet another service for the employees.

### 30-Family Garage Sales Draws Big Crowd

Even skeptical workers got into the act. Says one convert: "I'm not that much of a 'garage sale' person, and if my wife had been home she probably would have conducted it. However, my son and I took over the job. I think the best thing about it was the large number of 'vendors' that could be contacted without driving from place to place."

Gregory concurs. "We advertised a 30-family garage sale," she explained. "That really brought the people out."

Employees were responsible for their own set-up, pricing and sale of items. In addition, each worker had to police and clean up their own area.

For its part, Spectrum supplied promotional signs and placed ads in local newspapers. A local girl scout troop sold refreshments.

Advertised hours were nine to four, but participants were asked to come by eight in the morning to set up.

### Keys to Success

"You have to take a reading of the climate in your own individual community," emphasizes Gregory. "In Cedar Rapids, if you say a garage sale starts at 9:00 AM, you'll have people lining up as early as 6:30."

One of the keys to the success of Rockwell's garage sale, Gregory remarks, was advance publicity. "Let



A Rockwell employee sells her goods at a recent company garage sale. The day was quite successful.

## PROGRAM SPOTLIGHT

your employees know well in advance if you're having a garage sale," she recommends. "That way if people are planning to participate, they can accumulate their articles all winter."

### From Dishes to Beer Can Collections

Although there were no limitations on the number or types of goods that an employee could sell, most featured the traditional garage sales fare. Dishes, glassware, golf clubs, furniture, crafts, appliances and household goods were the order of the day, but some employees, such as the one who put up his whole beer can collection for sale, leaned toward the more extravagant.

At the end of the day, each employee who participated had realized a profit.

"I made \$75 for a bunch of junk," quipped Gregory. Some employees made as much as \$250 for the day's "work."

"We were pretty low on stock by 1:30," adds one employee. "My son went home to round up a few other items, most of which sold."

### Tips on Running Your Own Garage Sale

For those employee services managers considering organizing an employee garage sale at their own company, Gregory offers these words of wisdom: "Garage sales are for garage sales, and crafts sales are for craft sales. Some people tried selling homemade crafts, but the items just didn't sell."

Gregory also recommends setting up a rain date, giving each employee a set of written rules and instructions, and having a public telephone and restroom available.

All in all, employees, their families and those who came to shop had a most rewarding day. "People really responded to the concept," Gregory notes. "Everybody loved it."

Most importantly, everybody involved had fun. "It was fun just watch-

ing everyone and browsing through all the items," she commented.

Perhaps Ruth Bernstein, a Rockwell employee, summed it up best in a letter commending Gregory and the company for providing this service to employees. "I feel such exchanges are important events in our society," she

noted, "because they enable the efficient recycling of property for the mutual benefit of both buyers and sellers."

Rockwell employees are eagerly awaiting their upcoming tailgate sale. For many, it's an opportunity to clean out the house while hunting for treasure.



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## Promoting Wellness at the Worksite

by George Carter, Ed.D.

**W**hat an employee does in his or her private life has an influence on productivity at work, while at the same time the worklife is important to happiness at home. The same is true for health and wellness.

One of the toughest problems facing employee services managers today is how to motivate employees to live healthier lives away from work. American workers are blitzed with a stream of invitations to enjoy the "good life." The light beer commercials, the billboards and the ads in magazines and newspapers all promote a worker's right to "enjoy" life. These advertisements promote happy faces. The hype is to drink more, eat more, smoke more and get more fun into your life.

### Employee Lifestyle Takes Its Toll

It does not take a medical degree or a graduate degree in human behavior to realize that the pleasures of smoking, overeating, eating the wrong kind of food, excessive drinking, avoiding physical exercise, the improper management of anger or tension, and too much self-imposed stress take a toll on the worker. These behavior habits are promoted to the hilt. They are also among the prime causes of heart attack, blood vessel diseases, cancer, stroke and other medical problems.

The damage to a worker's health occurs gradually. It is cumulative and subtle rather than harsh and immediate. The advertisements do not show what happens to the worker as he/she drifts into the suggested pattern of living. The habits of poor eating, smoking, drinking, avoiding exercise, and failures at managing stress become ingrained into the worker's away-from-work lifestyle.

In the past, employers have accepted the physical conditions and lifestyles

of employees for what they were. But the American worker's way of life has changed. The conventional family unit, family life, and the opportunities to indulge in a greater variety of sitting activities at home, entertaining, and social relationships have made life more complicated.

The American lifestyle, at home and work, has created serious medical problems for many workers. Weight control, high blood pressure, heart attack, cancer, stroke, premature aging, poor attitudes toward life, pot bellies, aching feet and short tempers are more common today than in years gone by.

These diseases of lifestyle are not only personal tragedies for workers and their families; they also have a major economic impact for employers. Health care costs in the United States more than doubled between 1965-1980, reports *American Life*, a journal from the National Center for Health and Fitness, and the projection for 1985 shows that

total medical care costs will rise to \$450 billion. It seems that poor employee health is a major economic threat to the cost of products produced in the United States.

### Coffee Breaks Don't Always Work

On close examination, are employees healthier today than they were 20 years ago? Only your company records can provide this information. The question being raised here, however, is, "Are coffee breaks in the morning and cola breaks in the afternoon doing for productivity and health what they were originally intended to do?"

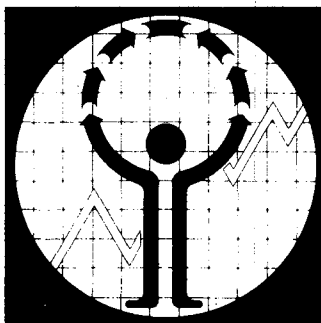
It is possible that these work-breaks that were begun in the late 1940s and early 1950s are worthwhile. The coffee and the sweet roll in the morning and the cola and candy in the afternoon do give the body more sugar (and calories). Some employees smoke their cigarette with their refreshment. And, there seems to be a noticeable trend that employed workers are more overweight.

But look around your worksite: Do your vending machines offer fresh fruit, fruit juices, and low calorie foods? Does your cafeteria line offer low calorie foods? Are the breaks at the worksite health promoting?

### Stretch Breaks: A Healthy Alternative

What about promoting the use of time at the worksite for a planned "health break?" See if a few employees might be interested in giving up the "coffee break" for a "stretch break." Distribute planned passive exercises and allow these employees an area to stretch.

Or, plan different "walk breaks" for the employees that are interested. These walks or stretch breaks would improve circulation in employees' legs and help



**A wellness program can be developed on a limited budget.**



reduce the risk of excess bodyfat and heart attack. How about using the afternoon break to offer employees a can of fruit juice or a fresh fruit? The employee would get reduced sugar, gain in vitamins and minerals, and maybe receive some fiber. It is possible that some employees that reduce their sugar intake in the morning and afternoon would carry the habit over to their personal lives. Other employees might also choose to adopt this new lifestyle.

It is possible that some employees might want to give up their "socializing" over coffee and a Danish. They might be willing to take part in a planned five minute walk during their lunch hour. Routes could be marked for walking on the grounds or in the plant. Or, employees might be encouraged to develop their own walking plans during their lunch hour (even if it is off the worksite). Messages could be given to the employees on why the use of the legs are important to reducing stress, reducing the potential for heart disease or heart attack, and how walking helps stop weight gain. It would cost little money to institute the "health break," but it could pay valuable dividends.

### The Corporate Culture

The way an employee appraises the work environment (cafeteria food, vending machine contents, cleanliness, safety procedures, smoking policy, medical benefits, etc.) often determines how that employee will behave at the worksite and in his/her private life. Many employees "know" they eat the wrong foods, exercise too little, have excess tension and stress, use alcohol or other drugs to excess, are exposed to too much noise, and do not have enough real joy in their lives. They resign themselves to these facts.

Is it possible that an employer could do something to promote health/wellness at the worksite that would prompt an employee to think differently about personal health? Many corporations—both large and small—think so.

Some companies have a concern and have made a genuine commitment to give employees various options in protecting their personal health. In recent years, corporate leaders have offered

health fairs (screenings for blood pressure, diabetes, sickle cell anemia, etc.), safety and accident prevention programs, occupational environment health hazard education, chronic disease help (employee assistance programs that deal with alcoholism and other drug problems), stop smoking clinics, and corporate/business problem solving activities (counseling, out-placement, etc.).

**Look around your worksite: Do your vending machines offer fresh fruit, fruit juices, and low calorie foods? Are the breaks at the worksite health promoting?**

Some companies have even addressed the role of the employee's lifestyle. They have introduced voluntary health/wellness programs at the worksite. These corporations have decided to invest some of their financial resources into their human resource area with the idea that prevention is better than rehabilitation. Their commitment is to give the employee insight into the way lifestyle determines the quality of that employee's life and directly influences stamina, mental alertness, and a sense of well-being. It is this concern about the health of the individual employee that is improving morale and employee work relationships.

### Worksite Health Promotion Doesn't Require a Big Budget

Many of the corporate health/fitness programs are essentially cardiovascular (aimed at improving the heart and blood vessels) in nature. Others are aimed at nutrition, weight control,

smoking cessation, alcohol and drug control, hypertension, counseling and stress management. These programs can be of a great benefit to an employee and the employer and can be started on a limited budget.

When it comes to health and wellness promotion, employees need to be involved in planning their programs. The worksite is a great place to get employees interested in changing their health habits. Here are a few of the many benefits of promoting health/wellness at the worksite:

- Most workers go to work on a regular basis and spend about 8 hours of their day at the worksite. This means participation times can be planned.

- Most workers have social networks at the worksite. They may not see these people away from work, but they do provide strong social support at work. Any change in lifestyle demands social support.

- Worksite environments can be used to promote health-enhancing habits. Employees can have input into cafeteria food offerings, vending machines can offer juice or fresh fruit, no smoking areas can be designated and enforced, etc.

- Health promotion ideas can be planned (with employee input). These plans can be varied but consistent. The use of bulletin-boards, handouts and other ideas can be utilized.

- Worksite facilities can be made available without new construction. There are spaces adaptable that employees can use. Employees are more apt to exercise at work because it is more convenient.

- Worksites are in the habit of keeping records. It would be an easy accommodation to evaluate changes in an employee's health status by health program involvement.

The employee health/wellness program at the worksite offers the potential for an employer-employee win-win benefit. Employees win because their health is improved, morale is better, and new topics are readily available for discussion at the worksite and at home. Programs help employers to contain medical care costs, and sick days used by employees may go down, sick em-



employees will regain their health more quickly, disability claims may be reduced and the "scrap" rate should be reduced with healthier employees.

## Developing Your Own Worksite Health/Wellness Program

Not every corporation can offer the facilities of a Xerox Corporation, Kimberly-Clark, Standard Oil, or IBM. Not every business or industry needs that kind of facility or programming. As a matter of fact, with proper planning and a little ingenuity, there isn't even any need for a fulltime health/wellness director. Yes, you may need to bring in a consultant to get started, or retrain a current employee, but there are other ways. Often, you already have an employee that might want the job.

The most important ingredient in any health/wellness promotion program at the worksite is the support of top management. If top management has an interest or if enough employees can convince top-management that there is a groundswell among the employees, a program can be developed on a limited budget.

The steps in building your own health/wellness program at the worksite are listed in Table 1. Each situation is somewhat unique so it may be that you will need to make adaptations. This program can be developed through your own efforts or with the assistance of a health/wellness consultant. It can be added to programs already in progress and produce favorable results for employees at large or small worksites.



*George Carter is a professor of physical education at Triton College in River Grove, IL. He also consults with companies developing wellness programs.*

## Steps in Developing an Employee Health Wellness Program at the Worksite

- Step 1.** Meet with corporate leadership to determine interest. Prepare program goals (long and short term), budgetary needs, a sample program, potential in-house leaders, potential program benefits, possible problems and solutions associated with the proposed program.
- Step 2.** Develop a survey questionnaire for distribution to employees. Distribute survey and tally the results. Report these results to management leaders. Program is go or no-go.
- Step 3.** Begin program. Distribute computerized program to allow employees to analyze their lifestyle and health (or, select another paper and pencil instrument to evaluate lifestyle). Tally results.
- Step 4.** Distribute results of the lifestyle assessment to each employee. Invite each individual that desires to take part in the employee health/wellness program to meet with you and go over the results of the questionnaire.
- Step 5.** Establish "Wellness Groups." These groups are composed of persons having the same general interest in improving their health and fitness. Have the group select a "leader." This leader will work with you in solving group problems, promotion and publicity.
- Step 6.\*** Establish a "Wellness Committee." This committee can be composed of your "group leaders." Or, the committee can be composed of representatives of various departments or other groups in the organization.
- Step 7.** Initiate other worksite health promotion activities. Distribute information to employees, post records, etc.
- Step 8.** Work on long-term goals. Train staff members. Explore local, regional, state, or national resources available to you. Plan to involve family members in health/wellness activities. Plan budget request. Formulate a 5-year plan with goals and rationale.
- Step 9.** Evaluate the program. Write weekly, monthly, and annual reports. Submit the report to management, program participants and others as advised by the "Wellness Committee."

\*The Wellness Committee can be established after Step 1. The nature of the organization determines the appropriate time to convene this committee.

## Make Professional Certification Your Goal— Become a CESRA



*To learn more about becoming a Certified Employee Services and Recreation Administrator, write or call NESRA Headquarters, 2400 S. Downing, Westchester, IL 60153, (312) 562-8130.*

## NEW PRODUCT AND SERVICE GUIDE

### Adventure Bound Offers 15% Discount to NESRA Member Employees

Adventure Bound, Inc. specializes in outfitting rafting trips for both groups and individuals and offers a 15% discount to NESRA member company employees. Running regularly scheduled trips in seven unique canyons on the Colorado, Green, Yampa and North Platte rivers, Adventure Bound trips explore the hidden reaches of Canyonlands National Park, Dinosaur National Monument and other wilderness areas.



*Experience whitewater rafting at a 15% discount*

Whitewater trips with Adventure Bound run from one to four days in length and are geared to active people of all ages. Paddle, oar and motorized trips all are available.

Shooting the rapids, hiking the side canyons and enjoying the warm sunshine on a sandy beach are just part of the river experience. Meals are an eagerly awaited event, as Adventure Bound's entertaining guides prepare delicious bacon and egg breakfasts, inviting lunches and steak filet dinners. During evenings in camp, rafters relax around the campfire, sharing stories of the day's adventures.

With 22 years of professional outfitting expertise, Adventure Bound has an excellent record for safety and service. Trips may be customized to a group's wishes, and many launch dates are available, May through September.

*For a free brochure, call toll-free in the continental U.S., 1-303-241-5633; in Colorado, 1-800-332-1400, or write Adventure Bound, Inc., 649 25 Rd., Grand Junction, Colorado 81505.*

### Free Health And Fitness Report Available

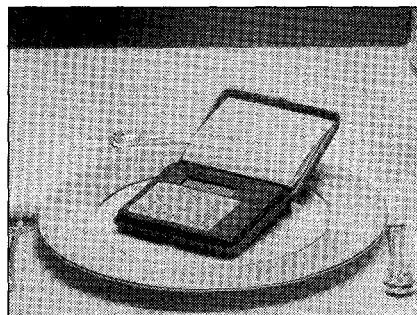
Healthy workers are productive ones, so it's important to keep your employees up-to-date on the latest fitness facts. To help, American Health Consultants has published a free 55-page special report on maintaining employee health and fitness.

*For your free copy, contact American Health Consultants, 67 Peachtree Park Drive, N.E., Atlanta, GA 30309, or call toll free 1-800-554-1032 and ask for David Wilson.*

### Fitness and Nutrition Pocket Computer Tells All

"Lifetrax"™ is a useful tool for all health-conscious employees. A handheld, data-base, electronic personal computer, "Lifetrax"™ tells the calorie, carbohydrate, cholesterol, fat, fiber, protein and sodium content of 668 solid and liquid food items. The user can plan his next meal or measure total caloric intake for the day and learn how many minutes of any one of 17 common exercises it will take to burn off those calories.

The Lifetrax unit is "user friendly." Its LCD (Liquid Crystal Display) asks a series of questions which are scrolled across the screen, and the user merely has to press a YES or NO key in response, or enter a three-digit or two-digit code.



*Keep track of calories with Lifetrax*

The computer asks users if they are interested in all seven nutritional factors or in just the calorie, cholesterol and sodium content of a given food item. The user may bypass the "FULL 7" listing and direct the computer to screen just "THE BIG 3".

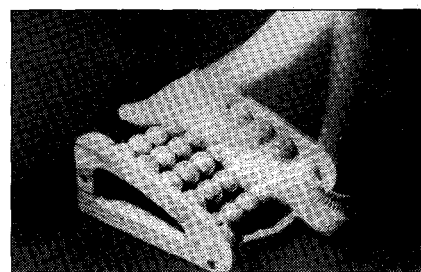
Whenever the user wishes, the unit will give the caloric burnoff rates for 17 activities from biking to walking.

The Lifetrax computer is invaluable to people involved in weight control, athletics, exercise programs, cardiovascular problems and the many other programs related to fitness and nutrition.

*For more information, write or call Data Base Marketing, Inc., 2211 N. Elston, Chicago, IL 60614, (312) 384-2600.*

### R and R Concepts Announces Ergonomically-Designed Footrest

R and R Concepts, Santa Barbara, California, introduces the ROM Model, the second in a series of Rest 'n Roll™ footwear. The Rest 'n Roll™ (patents pending) is a unique and ergonomically-designed tilt and twist footrest which is invaluable for computer-bound programmers and employees who sit for extended periods.



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Rest 'n Roll™ increases productivity, circulation and efficiency while reducing fatigue and stress. The 20° tilt-adjustable platform interacts with the user's feet by automatically moving when the user moves—no stooping over to make an adjustment. The platform keeps the user's knees higher than the hips, ensuring that the lower back is well-supported and improving spine alignment.

Rest 'n Roll™ is portable, weighs 8 lbs. and is made of solid oak or walnut (other hardwoods on special order).

*For more details, contact Dorothy Quam, R and R Concepts, 241 Conejo Road, Santa Barbara, California 93103, (805) 966-0101.*

# NETWORK

**Associated Industrial Recreation Council/** Burbank, California. Meets the third Wednesday of the month. Contact Carol Unch—(818) 843-2858 or (818) 989-5770.

**Atlanta Area Employee Service and Recreation Association/**Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/**Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/** Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Terry Schmucker—(408) 438-2900.

**Central Ohio Employee Services and Recreation Association/**Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Sue Potter—(614) 227-6205.

**Chicago Association for Recreation and Employee Services/**Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/**Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/** Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(800) 547-6019.

**Dallas-Ft. Worth Metroplex Regional Council For Employee Services and Recreation/**Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524

**Dayton Industrial Athletic Association/**Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-4267.

**Employee Services and Recreation Inland Empire/**Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

**Employee Service and Recreation Orange County/**Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/**Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/**St. Louis, Missouri. Meets monthly. Contact William F. Osterloh—(618) 258-2905.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/**Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/**Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/**New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 489-5830.

**Iowa Recreation and Employee Services Association/**Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/** Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816

**Massachusetts Association for Recreation and Employee Services/**Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/**Houston, Texas. Meets the third Wednesday of the month. Contact Lynn Clark—(713) 776-5309.

**Michigan Employee Services and Recreation Association/**Detroit, Michigan. Meets the second Wednesday of the month, excluding December. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/**St. Paul, Minnesota. Meets the third Thursday of the month. Contact George Hagemann—(612) 373-7761 or Sue Shepherd—(612) 729-5331.

**Nashville Area Employee Services and Recreation Association/**Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/**Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/** Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/**Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/**San Antonio, Texas. Meets the second Wednesday of the month. Contact Ralph Puente—(512) 271-1100.

**San Diego Industrial Recreation Council/**San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 280-0356.

**Seattle Employee Services and Recreation Association/**Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/**Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/**Santa Clara, California. Meets the first Wednesday of the month. Contact Carol Piras—(408) 742-5972.

**Washington Area Recreation and Employee Services Council/**Washington, D.C. Meets the third Thursday of the month. Contact Irene Heavey—(202) 556-5174.

## CONFERENCES & EXHIBITS

The 1985 NESRA Conference and Exhibit will be held May 1-5 at the Boston Sheraton in Boston, Massachusetts. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**September 11-14, 1985.** NESRA Region III Conference and Exhibit. Park Place Hotel, Traverse City, MI.

**September 19-22, 1985.** NESRA Region VII Conference and Exhibit. Hyatt Regency Monterey, Monterey, CA.

**October 10-13, 1985.** NESRA Region VI Conference and Exhibit. Hyatt Regency West, Houston, TX.

**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Minneapolis, MN.



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Conferences**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

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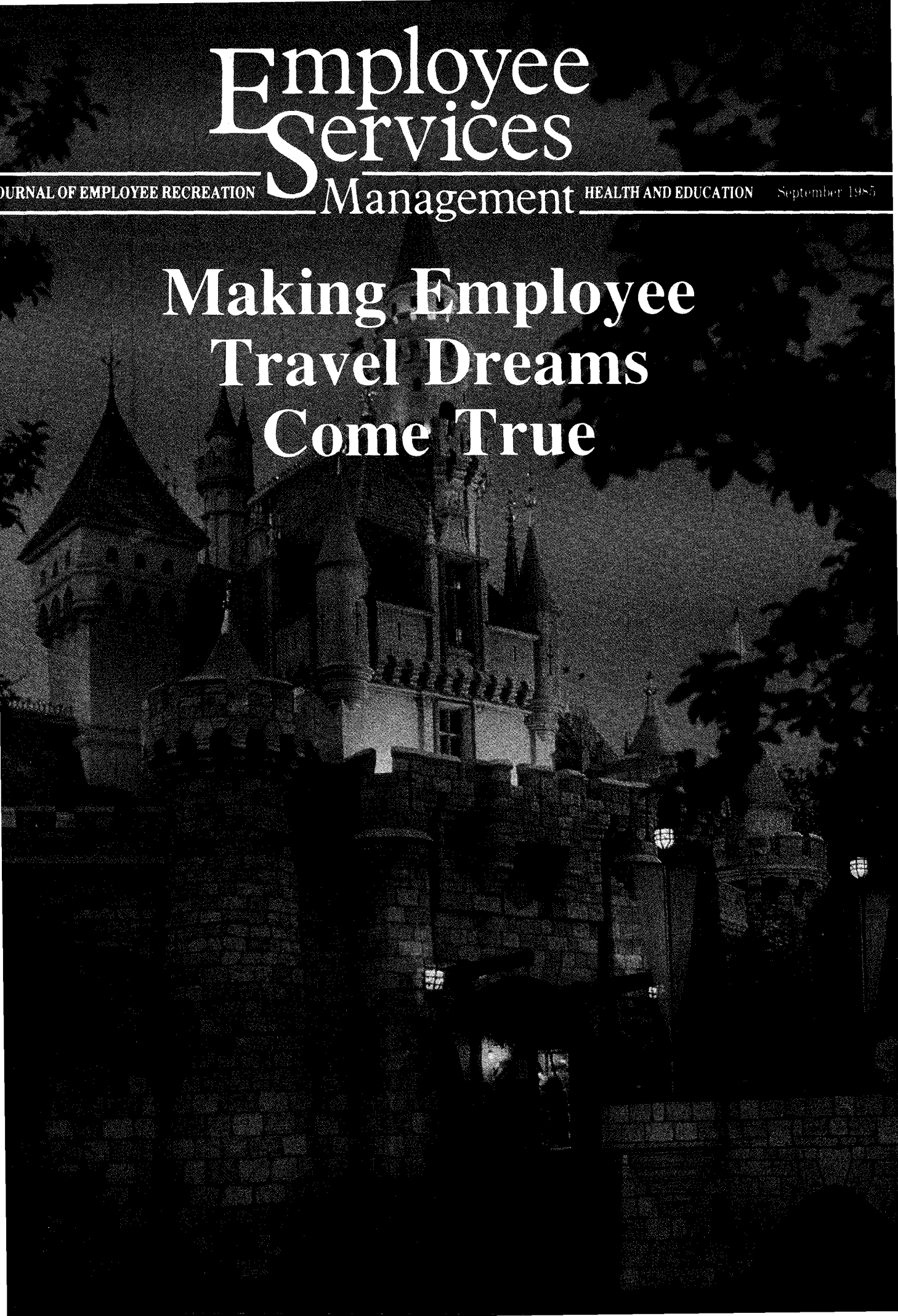
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HEALTH AND EDUCATION

September 1985

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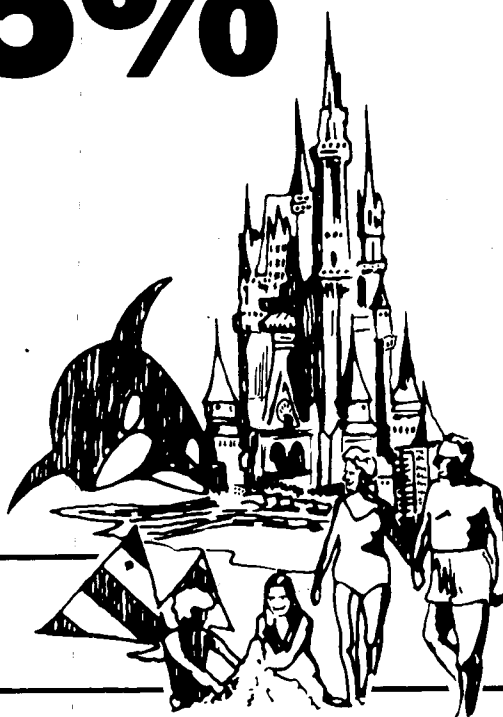
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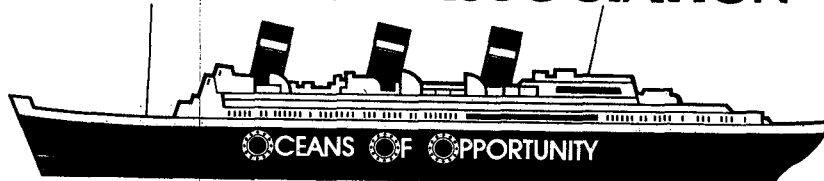
**Because employees  
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most valuable asset.**

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

## NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION



**45th ANNUAL CONFERENCE & EXHIBIT  
MAY 14-18, 1986  
LONG BEACH, CALIFORNIA**

# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 7

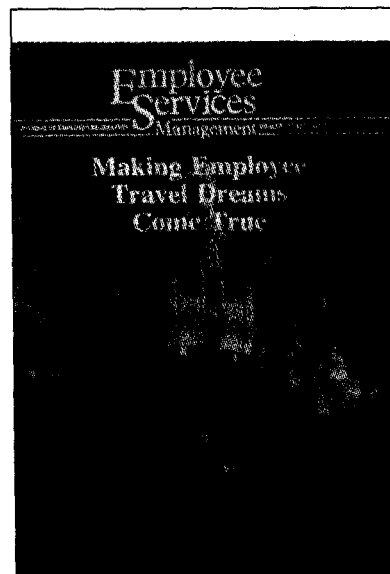
## In this issue . . .

This month's cover story, "Turning On to Off-Season Travel," (page 20) explores the considerable savings and advantages gained by organizing employee trips during off-peak times of the year.

Employee services managers who want to ensure they'll make their employees' travel dreams come true should take a look at "Running an Employee Travel Program," page 31. And to satisfy employee services professionals own thirst for travel, "Long Beach: California's Site to Sea" offers a preview of the beautiful site of NESRA's 1986 Conference.

Crystal white tropical sands . . . Exotic foreign lands . . . Ancient European ruins. For many employees, these are the thoughts that their travel dreams are made of.

Unfortunately, many employees never get beyond visions of "someday" because they feel their travel fantasies are beyond their means. But there is a realistic, practical cure for employee stay-at-home blues.



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Employee Services Management (ISSN 0144-2674) is published monthly, except combined issues in December, January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-4130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$1.60 per issue. Views expressed by contributors do not necessarily reflect the opinion of the Association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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# September 1985

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You can help employees make their travel dreams come true by offering trips during off-peak seasons.

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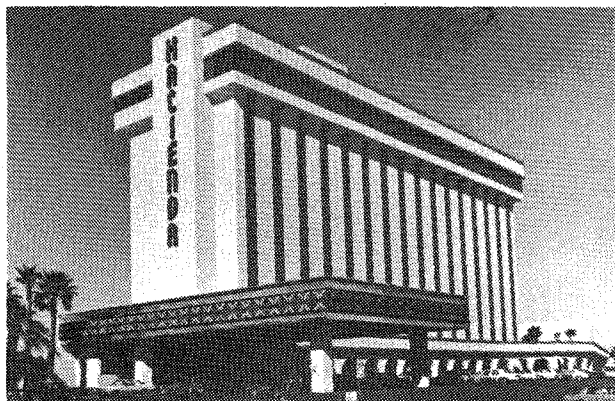
Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



# The HACIENDA

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## NEWS IN BRIEF



### White House Sponsors National and State Conferences on Small Business

President Reagan has called a National Conference on Small Business to be held August 17-21, 1986, in Washington, D.C. under authority of PL 98-276. The National Conference will be preceded by 57 state level conferences.

The conferences are being held in order to:

- Increase public awareness of the key contributions that smaller enterprises make to the overall economy.
- Identify the problems of small business.

- Examine the status of minorities and women as small business owners.
- Assist small business in carrying out its role as the prime source of new jobs.

• Enable small business to present a comprehensive plan for executive and legislative actions needed to maintain its economic viability.

Small business participants in the day-long state conferences will identify small business problems, develop recommendations for government action, and elect delegates to the national conference scheduled for August 1986 in Washington, D.C. Each delegate candidate must be a resident of the state in which the conference is being held, must be an owner, partner or corporate officer of a small business that employs fewer than 500 people, and must be willing to pay expenses to the national conference.

A total of 1,823 delegates will be elected or appointed. The number of delegates to be elected at each state

conference will be twice the state's electoral college vote (number of Senators and Members of Congress), with a minimum of ten delegates in smaller states. Each Governor, Senator and Member of the House of Representatives will appoint one delegate and one alternate. President Reagan will appoint 100 delegates and 100 alternates.

For more information on when and where these state conferences will be held, contact The White House Conference on Small Business, 1801 K Street, N.W., Suite 1101, Washington, D.C. 20006, Telephone (202) 653-9550.

### New Wave Perks for Executives

Personal financial counseling is growing fast in popularity as an executive perquisite, reports *U.S. News & World Report*. Services offered most frequently are estate planning, income-tax preparation and investment advice.

## NESRA Education and Research Foundation

The NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional with the kind of bottom-line data that management understands.



The sole research organization in the field of employee services and recreation, NESRA's Foundation funds biannual field surveys delivering data on salaries, budgets and programming trends; studies on programs and productivity; and ongoing market research.

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## NEWS IN BRIEF

Car phones are supplied as perks by 8 percent of firms surveyed yearly by the Hay Group, management consultants. Those perks losing favor are apartments and suites, special parking, use of company planes and travel for spouses.

The *Wall Street Journal's* list of "new wave perks that help keep baby-boomer executives happy" include day care, a personal-computer lease, a home security system, an athletic club membership, financial counseling, and legal services. Some companies, it says, outfit executive homes with physical fitness equipment.

### Aging is Easier on Women Who Exercise

Women can slow down the aging process by exercising regularly, an ongoing study confirms.

Researchers at the University of Illinois in Champaign-Urbana studied 166 women between ages 30 and 85 and found that those who exercise regularly

have denser bone-mineral content and leaner body mass than those who don't exercise.

"This study shows that a lot of the fatness (of older women) is due to lifestyle, not the aging process," says Rachel Stillman, a researcher at Illinois' Physical Fitness Research Laboratory.

Her study adds evidence to earlier research that shows exercise may reduce the likelihood of osteoporosis, a disease characterized by porous bones.

### Firms Tackle Travel Expenses

U.S. companies have been improving their management of travel and entertainment expenses largely through the efforts of corporate financial managers, according to an American Express survey of more than 1,700 corporations.

Many companies that spend heavily on business travel have been implementing new strategies to reduce their expenditures. When top management

has given its full backing to the enforcement of these new policies, significant savings have resulted, reports American Express.

The belt-tightening trend in travel and entertainment expenditures is demonstrated by the increase in the number of written policies over the past two years covering travel and entertainment, says American Express. In contrast, almost 40 percent of the companies surveyed still have no written travel policy, neglecting to take the most basic steps for control.

The American Express report advises managers to implement travel policy changes in successive steps, and use meetings or travel seminars to introduce, explain, and discuss the changes.

"Management can benefit from the exchange, getting ideas for modifications that may make the new program work better," notes the report, which adds: "If travelers are made aware of how much the company spends on travel

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## NEWS IN BRIEF

and entertainment, they will usually understand why controls are needed."

### Blue Monday

Monday is the worst day of the week, say the vice presidents and personnel directors of the nation's largest corporations. In a survey conducted for Accountemps, a temporary personnel service, Monday was voted as the worst workday by 45 percent of the respondents.

Second place in the unpopularity poll went to Friday, with 19 percent. Wednesday and Thursday were tied with 5 percent of the votes each, while only 3 percent of those surveyed named Tuesday as the worst.

### Company Picnics Go All Out

Company picnics aren't just hot dogs in the park, reports *The Wall Street Journal*.

JWT Group, an advertising firm, took 1,000 New York division employees, all dressed in white, on a rented train to Belmont Park for a day at the races. The tab was \$70,000 for two catered meals, rental fees, a live band and prizes, including a Hawaii trip. A California company asks Corporate Sports Unlimited Inc., an Atlanta firm that stages big picnics, to arrange for a pilot outfitted with a jet pack to buzz its October fete.

Corporate Sports charges about \$8,000 to put on a basic picnic for 1,000 people. A tethered hot-air balloon runs \$700 extra. Not everyone goes all out, however. At the Port Authority of New York and New Jersey's annual picnic next month, employees will bring and cook their own food and pay \$4 a head to boot. Only about 150 of 7,500 employees are expected to attend.

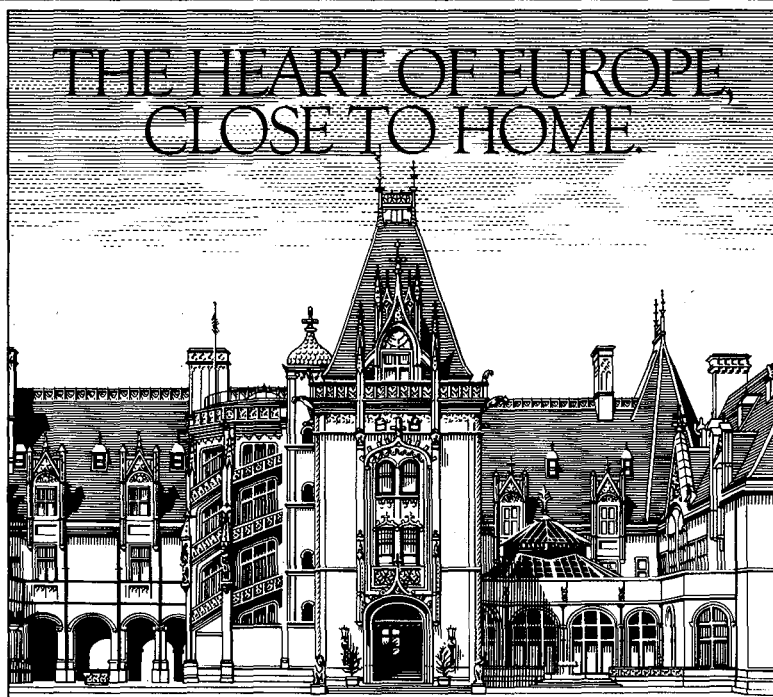
*The Wall Street Journal* also reports that picnic fare in general is getting fancier and more expensive.

To gourmet shops' delight, more picnickers turn up their noses at hot dogs, fried chicken and the like—turning instead to exotic dishes. Traditional Picnics, a year-old service in Seattle, reports rising demand for its \$35 baskets of tabouli and quiche. In New Ha-

ven, Conn., A La Carte Foods says it has no problem selling sun-dried tomatoes at \$30 a pound. ("Nothing's that unusual anymore," says its chef, Robert Tripp.) And at Concord (Mass.) Spice & Grain, the take-out drink of choice is soy milk. "It's amazing how much we sell of it," says a spokesman.

Ants everywhere must be overjoyed.

Pasta primavera is "jumping out of here" at about \$7.50 a pound, says Robert E. & Lee Food Co., Pittsburgh. In Cambridge, Mass., Black Forest Restaurant's take-out shop says shrimp dishes, at about \$18 a pound, "go as fast as we can make them." It also reports brisk sales of Cajun "pop-corn," a crayfish dish.



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## Monitoring Employees' Blood Pressure Saves Companies Over \$1 Million

Blood pressure checks of workers eventually save health-care costs, according to *The Wall Street Journal*.

Department-store workers, truck drivers, carpenters and building maintenance people participate in the Work-Site Hypertension Control Program in the New York City region. At 22 treatment centers, many located near work sites, some 3,000 workers are treated for high blood pressure in a program paid for by a union-management fund. In 1980, 1,000 workers were treated.

The aim is to monitor, about once a month, workers with high blood pressure in hopes of reducing strokes and heart failures. Dr. Michael Alderman, medical director, says in 8½ years only three patients out of every 100 had a stroke or heart problem, compared with 5.4 such incidents among the general population.

Dr. Alderman says the improved

health saved employers more than \$1 million in health-care costs, a \$1.20 yield for each \$1 invested in the program.

## Majority of Workers are Listening While They Work

The sound of music is thriving in the majority of offices and in many plants throughout the United States and Canada, according to a survey by the Dartnell Institute of Business Research.

Seventy-seven percent of the 300 companies surveyed allow employees to listen to a personal radio or watch a TV set, or have music coming into the area from an outside source or an inside system.

Just over 25 percent of the companies reported having controlled piped-in music or in-house systems, although some of these also allow personal radios. Table-model radios were acceptable by 60 percent of the managers, especially in private offices. Walkman-type personal radio-cassette players were permitted in 28 percent of the com-

panies, and eight percent said small TV sets were acceptable under controlled conditions.

In many cases, company management preferred "quiet, soothing" music as an aid to productivity. Also, the majority of office administrators and executives in the United States and Canada expressed a "personal preference for calm, soft subdued music that did not interfere with the work of others in the working areas," according to the study.

## Bad Lighting Slows Workers Down

Inadequate or bad lighting may account for a company's productivity problem. Bad lighting and glare slow workers down—they need breaks more frequently and often complain of headaches.

One company cut their sick leave absences significantly by modifying their lighting system to reduce glare, according to *Creative Management* newsletter.

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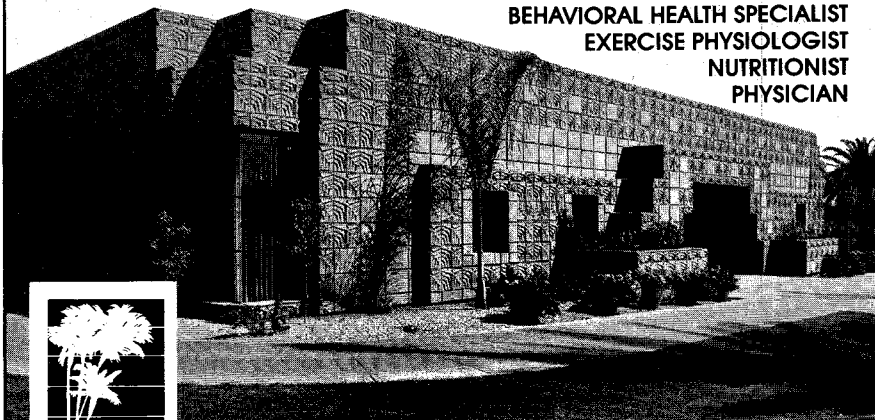
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## Employee Ownership Spreads

Growing numbers of employees are becoming partial owners of their companies by way of stock ownership plans.

Employee Stock Ownership Plans (ESOPs)—in which employees acquire ownership of company stock, sometimes in exchange for wage concessions or relinquishment of pension benefits—are spreading across the United States. They now exist in more than 7,000 companies, involving nearly 10 million employees, or seven to eight percent of the workforce, according to *Business Week*.

Despite the popularity of ESOPs, a debate has been brewing over whether these plans are really beneficial to employees. Proponents note that ESOPs are saving jobs and spreading wealth to the workers, giving them a share of the company's capital growth and a way to defer or reduce their taxes. They also claim that ESOPs build team spirit and can be a powerful force in raising productivity.

## NEWS IN BRIEF

Proponents point to a recent study of 360 high-tech companies by the National Center for Employee Ownership (NCEO) which concluded that companies which shared ownership with employees grew two to four times faster than companies in which employees owned no stock. The report also claims that the companies with ESOPs had a strong "ownership culture" and gave workers a powerful voice in decisions.

Critics of ESOPs argue that, in some cases, management has used ESOPs to further their own financial investments and well-being at the expense of the employees' interests. In addition, detractors say ESOPs rarely give companies the democratic atmosphere that was promised to them—workers typically have no input regarding workplace decisions, and studies show that in 85 percent of all ESOPs, employee-owners do not have the right to vote their stock.

"All too frequently, these companies refuse to use employee ownership

to its fullest potential by giving employees real ownership rights and practical and useful participation in the company," notes a head of a study group on worker ownership quoted in *Business Week*.

### Employees Site Lack of Communication

Surveyed employees say their companies are doing a poorer job of talking with them, reports Towers, Perrin, Forster & Crosby. Listed below are their findings:

	AGREEING	
	1984	1980
Company tries to keep employees well-informed	68.5%	74.1%
Official communication doesn't tell the full story	68.2	64.6
Communication is a two-way street within the company	52.3	55.2
Communication is candid and accurate within the company	48.9	54.4

### Automation Marches On

A recent survey by Uniforce Temporary Services reports that 85% of surveyed companies now use data processing equipment, 71% now use word processing equipment, and another 13% plan to obtain word processors or personal computers with word processing capabilities within the year.

### Who Has the Best Managers?

Executives polled by Lamalie Associates, Tampa, Fla., management consultant, picked Chrysler Corp. (32%), International Business Machines Corp. (20%) and Xerox Corp. (10%) as companies with the most successful top management teams. Also scoring high were Ford Motor Co. and TRW Inc.



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# It Was a Great Idea . . . But Nobody Came

by Rebecca S. Gregory, CESRA

**A**nother canceled activity.  
It was a great idea.  
Everyone wanted to do it.  
But not enough signed up.

What went wrong?  
The price was right.  
The day was beautiful.  
The planning was thorough.  
Why didn't they come?

"I have to be away."  
"My budget is stretched to the limit."  
"I did it last year."  
"I'm just too busy."  
"I didn't know about it."

It seems I cancel two activities for every one I successfully pull off. Since we started our employee association at Rockwell International three years ago, we have planned one activity after another, only to cancel them for lack of participation.

The ideas have been good. They have come from our employees, our management, our colleagues and our staff.

We have made the activities as economical as possible and planned them to the nth degree.

It is very disappointing to work and work on a project only to cancel it. I have given my soul to and sweat blood over activities that received, in the end, very little support from our people.

Was it my fault?  
Was it theirs?

Yes and yes.  
No and no.

I think some things just don't hold the anticipated appeal. People do get busy and money has to be rationed. It is no one's fault.

I have gotten to the point that I try my best, promote with all acceptable means, and if the event does not get enough support, then at least I tried. Failed projects just slide off my back. I don't seem to get as intensely wrapped up in projects anymore. It is sad in a way; I guess disappointment can build callousness.

**I have given my soul to and sweat blood over activities that received, in the end, very little support from our people.**

Now I feel worse for the other employees who work with me on projects and suggest ideas than I do for myself. I often see myself in them as they agonize through a project they find exciting which other employees are ambivalent about.

"No" is usually not an acceptable answer to employees. It should be accompanied by a satisfactory "why." "Why don't you do this?" answered by a "Because only twelve people signed up last time" is much more acceptable than "No, it simply won't work."

## TRY AGAIN

Sometimes it is a good idea to try something a second time. Maybe the timing will be better; perhaps employee tastes change. If there has been a dramatic change in the company—an influx of new employees, for example—then that old idea might work.


In order to insure that resources, both financial and human, are not spent un-

necessarily, I usually require employees to register for an activity at least two weeks in advance. If, in fact, the event does not receive enough support, then I can cancel the bus or return the tickets and publicize the cancellation.

The complaint that still aggravates me to no end involves publicity. We post information on bulletin boards, run ads in our monthly newsletter and distribute notices to our organization's board of directors and advisory council. These are our standard avenues of publicity. Still, employees request information sent directly to them, which is impractical for an employee base that exceeds 6000. Some want information posted in restrooms, which is against company policy. Payroll stuffers seem to get discarded as quickly as junk mail received at home.

Again, I let the complaints slide off my back. Oh, certainly I listen to them and take into consideration valid concerns and suggestions. I try to put on my best diplomatic attitude when confronted by an irate or disgruntled employee who takes me to task about a missed opportunity.

**O**ne of my biggest personal and professional challenges is reminding myself that my primary responsibility is to serve our employees. They deserve to be treated as valued customers. They need to be listened to. Their ideas deserve to be considered.

Still, it is hard to always face that public with a smile and try to please them. I don't like to cancel activities, I hate to disappoint our people, and I don't enjoy spending valuable time on projects that are not successful. 

*Rebecca S. Gregory, CESRA, is the employee services manager at Rockwell International, Cedar Rapids, Iowa, and a NESRA Region V Senior Director.*



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Conferences**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.





# California's Site to Sea

*Beautiful beaches, an abundance of shopping and nightlife, and first-rate restaurants and attractions await NESRA members attending next year's conference in Long Beach.*

In the land of wine coolers, yogurt peanut clusters and bronzed bodies, one would be hard-pressed to find a city that captures the Southern California complexity more than Long Beach.

Here are palm tree-lined avenues, abundant with ocean-front mansions; quaint streets, overflowing with lean, bikini-clad youths; and a vibrant downtown, rich with historic landmarks and modern towers.

Long Beach, site of NESRA's 45th Annual Conference and Exhibit, is all these things and more. A walking tour of the city reveals its diversity more clearly, so get your old tennis shoes on and start your discovery!

## Glittering Transformation for the Jewel by the Sea

Back in the 1920s, Long Beach was the Queen of beaches, enjoyed by movie stars, political hotshots and wealthy California residents. They came to enjoy the miles of wide, sandy beaches

and the many restaurants and clubs found here. Then hard times began and downtown Long Beach began to decay. Today, after more than \$1.3 billion in private and public funds have been spent, the downtown area has been transformed. Already evident are the fruits of a plan that covers 420 acres in the heart of the city will continue to the year 2010.

Today, people flock to the new Long Beach Plaza, whose 140+ stores sprawl over six square blocks. At the entrance is the Long Beach Mural, which used to grace the old Long Beach Auditorium. Executed by out-of-work artists during the Depression, the mural still captures the essence of the city through its theme, "Recreation In Long Beach."

Walking down the seven-block long Promenade, one encounters the outdoor Amphitheater, which is site for free entertainment by top-name artists throughout the year.

Continuing down the Promenade leads visitors to Ocean Boulevard. The contrast between old and new is apparent, as the broad avenue is lined with historic hotels such as the Breakers, built in 1923-26 and now fully restored to its old, luxurious self. Next door is the Convention & Entertainment Center, a \$51.5 million complex where the home-grown Symphony, Light Opera, Grand Opera and Ballet companies perform throughout the year. International trade shows, world class





sporting events, top-name rock concerts, national conventions—all find first class facilities.

Continuing back south on the Promenade, one encounters the gleaming Hyatt Regency Hotel. The 538-room property includes a pool, lagoon, two restaurants and two lounges, and nuzzles up to the Convention Center.

### **Waterfront Activity Makes a Splash**

Across the street from the Hyatt Regency is Shoreline Park and Shoreline Village. The Village is a quaint, themed shopping/dining/entertainment complex with an antique carousel as its highlight. Day or night, the Village, the ocean and the Queen Mary across the bay make for a picturesque attraction.

Next door to Shoreline Village is Shoreline Park. Owned by the state but operated by the city, the park includes 36 acres of greens, palm trees, lagoons and fishing piers. There is a recreational vehicle park (prime spots on the water go for \$18 per day; other spaces

*Shoreline Village, a dining and shopping complex, is one of Long Beach's many spectacular waterfront developments.*

# Long Beach

are \$14 per day) which includes picnic tables, barbecues, restrooms, showers, laundry, video games and snack bar.

Shoreline Park also includes a children's playground, two fishing piers (no license required to fish off municipal piers), rental paddle boats during the summer and bike paths.

From Shoreline Village, one can catch the "Bay Shuttle," a six-minute boat ride from the Village to the Queen Mary/Spruce Goose. The two attractions are now operated by Wrather Port Properties, a firm which has spent more than \$30 million to restore the Queen Mary to former grandeur and to develop the

Spruce Goose.

## Fit for a Queen—And a Goose

The Queen Mary, site of NESRA's 1986 conference, was the most luxurious ocean liner ever to cross the Atlantic. She also served as a troop transport ship during World War II. Today the ship includes restaurants, a hotel, meeting facilities and the Queen Mary Shipwalk, a self-guided tour. The tour now includes exciting Wheelhouse and Engine Room re-enactments of a near collision at sea.

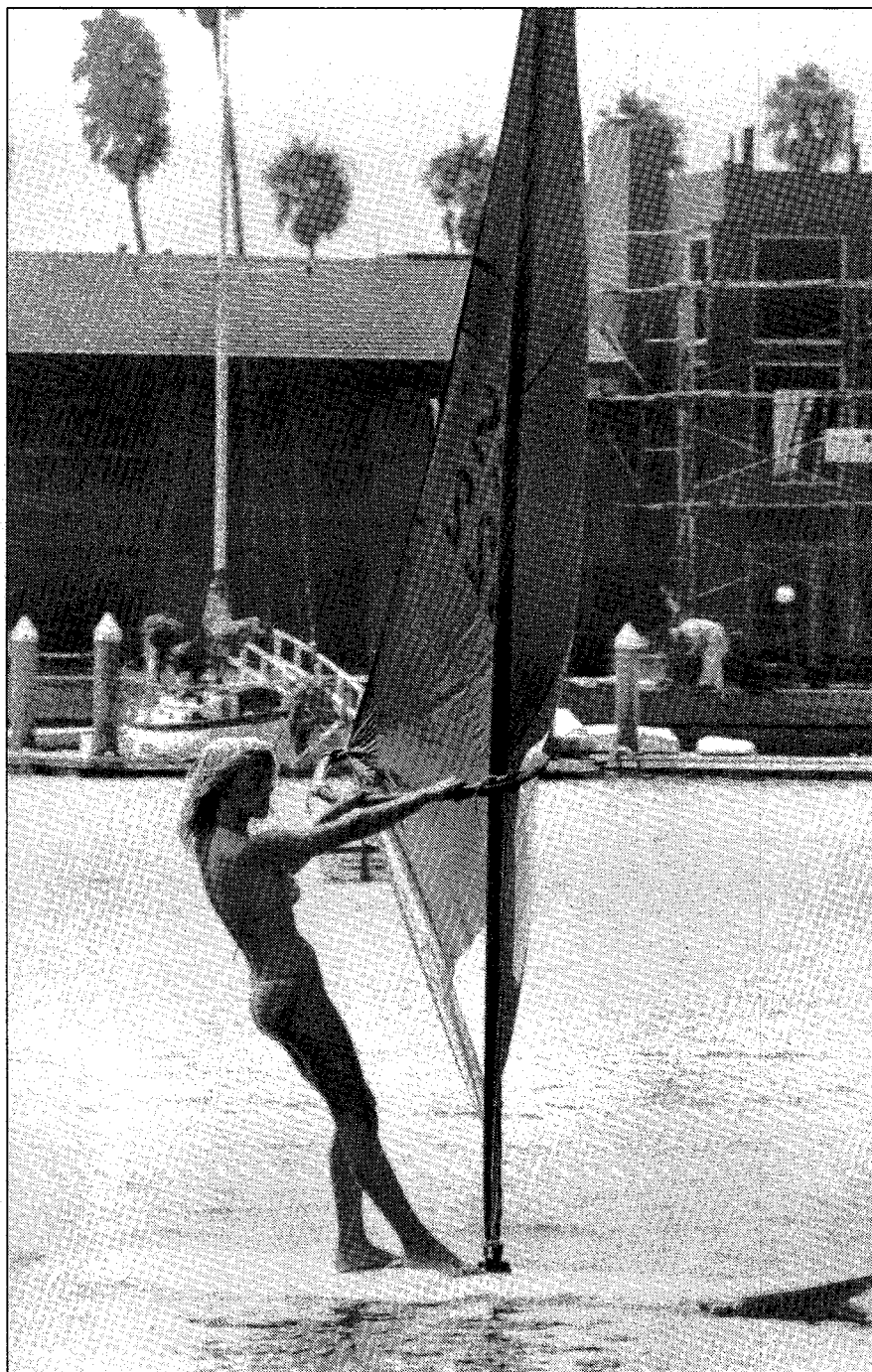
Additional exhibits incorporated into the Queen Mary Shipwalk include displays on the ship's original printing press; a Purser's Desk, used for storing guests' valuables; the First Class Long Gallery, an area used for recreation and relaxation; Radio Room; and Children's Playroom.

Next door is the awesome Howard Hughes' Spruce Goose. This legendary plane, the world's largest and most controversial, is now housed in the world's largest clear-span, aluminum dome. The gargantuan flying boat was designed to transport World War II troops across the Atlantic safely above the menacing enemy U-Boats. The mammoth airplane flew only once, on Nov. 2, 1947, before being hidden and guarded for 33 years.

New in the Spruce Goose is the 300-seat Kodak Theater, which features a fast-paced visual presentation on the life and contributions of Howard Hughes. A variety of new visual displays allow visitors to see close-up details of the interior of the plane, including the plane's interior and an overhead view of the cockpit.

Special entertainment is presented in both attractions on weekends during the spring and daily during the summer.

***A year-round playground, Long Beach's coast and inland water facilities offer a wide variety of recreation activities.***



Adding to the excitement of a visit to these two attractions is London-Towne, a themed shopping/dining complex with a definite English look. Departing from the bow of the Queen Mary are harbor cruises, fascinating tours through the ports of Long Beach and Los Angeles, now one of the world's largest port operations. These cruises are offered daily during the summer and on weekdays during the winter.

### Colorful Neighborhoods

Backtracking via the Bay Shuttle to Shoreline Village, visitors can explore the other parts of Long Beach. For example, three miles east from downtown Long Beach is Belmont Shore. Here the Southern California lifestyle is enjoyed to the fullest as outdoor cafes nudge up to interesting shops, galleries and nightclubs. Belmont Shore's main street, 2nd Street, is a great place to get to know the locals. Alamitos Bay, with its great sunning and swimming beaches, adjoins 2nd street. During the summer, Bayshore Drive and 2nd Street is the hub of activity as boardsailing, kayaks, canoes—even gondolas—are rented for summer fun. Across the 2nd Street bridge is beautiful Naples Island, which is encircled by canals. Gondolas are available for romantic one-hour cruises around these gondolas.

Also on 2nd Street is Marine Stadium, built for the 1933 Olympic rowing events. Today it is used for water skiing meets, rowing and boating events. Across from the Stadium is Long Beach Marina, the world's largest municipal marina.

Across from the Marina is Marina Pacifica, a beautiful outdoor shopping complex where boaters can dock their sloops to come in and dine at any of several excellent restaurants. Down the street from Marine Stadium is Seaport Village, a quaint shopping village located right on a point off Alamitos Bay. The location makes for some of the most romantic waterfront dining in the city.



*The luxurious Queen Mary, site of NESRA's 1986 Annual Conference, May 14-18.*

### Romantic Ranchos

Not far from Belmont Shore is the first of two historic ranchos that Long Beach is fortunate to offer visitors. Rancho Los Alamitos dates back to the 1700s, when Spain held California. Over the years it evolved from a cattle ranch to farm to sheep ranch to shire horse breed farm. Today it serves as a great living museum looking to California's early days. Admission is free.

Located in north Long Beach is the second rancho, beautiful Rancho Los Cerritos. Admission is free, and there is a picnic area for groups available.

Long Beach also has a lively artists' colony, led by the Museum of Art staff. The Museum, located on Ocean Boulevard, is housed in a historic ocean-front mansion. Plans are now under-

way to build a new modern facility to house the museum's collection of Southwestern and modern artists.

Nightlife is varied here—nightclubs, soft lounges, outdoor bars, dance pavilions, and theater can be found in Long Beach nightly.

### NESRA Tips

For more information on Long Beach and its many attractions, write for a free Visitor's Guide from the Long Beach Area Convention & Visitors Council, Dept. N, 180 E. Ocean Blvd., Suite 150, Long Beach, CA 90802.

For more tips on what to do in Long Beach, see pages 16-18.



# Where To Go in Long Beach

Long Beach's ideal location makes it a convenient home base for visiting the best of Southern California's attractions, including Disneyland and Knott's Berry Farm to the south, Universal Studios Tour and Six Flags Magic Mountain to the north, and Catalina Island 26 miles off shore. Many visitors, however, never leave Long Beach after discovering the many attractions here.

## Howard Hughes' Legendary Goose

"The Spruce Goose," as it is best known, is an airplane of superlatives: The world's largest plane (two DC-10s can fit under each wing); its wingspan is longer than a football field (319 feet, 11 inches); and the Wright Brothers' original flight would barely reach the distance from the end of its wing to the pilot's compartment. Inside, its immense size is even more graphic as life-size models in the passenger compartment seem to shrink to inches the farther they are from your viewing platform.

In addition, The Spruce Goose shares the limelight with Howard Hughes, the enigmatic millionaire/aviator/plane designer/movie producer, whose life is explored in exhibits which surround the plane.

## RMS Queen Mary, "Queen Of The High Seas"

Sitting alongside the Spruce Goose is another monumental work: The Queen Mary, one of the largest cruise ships ever built, and certainly the most famous. The ship's first-class appointments remind visitors of the elegance of its heyday. Large photos reveal the famous faces who crossed the Atlantic on the "Queen."

After her \$20 million facelift, the ship's staterooms (now hotel rooms),

restaurants, pubs and exhibits offer a day's worth of exploring. Adjacent to the Ship is charming Londontowne with a row of shops, pubs and night spots that carry on the atmosphere of merry old England.

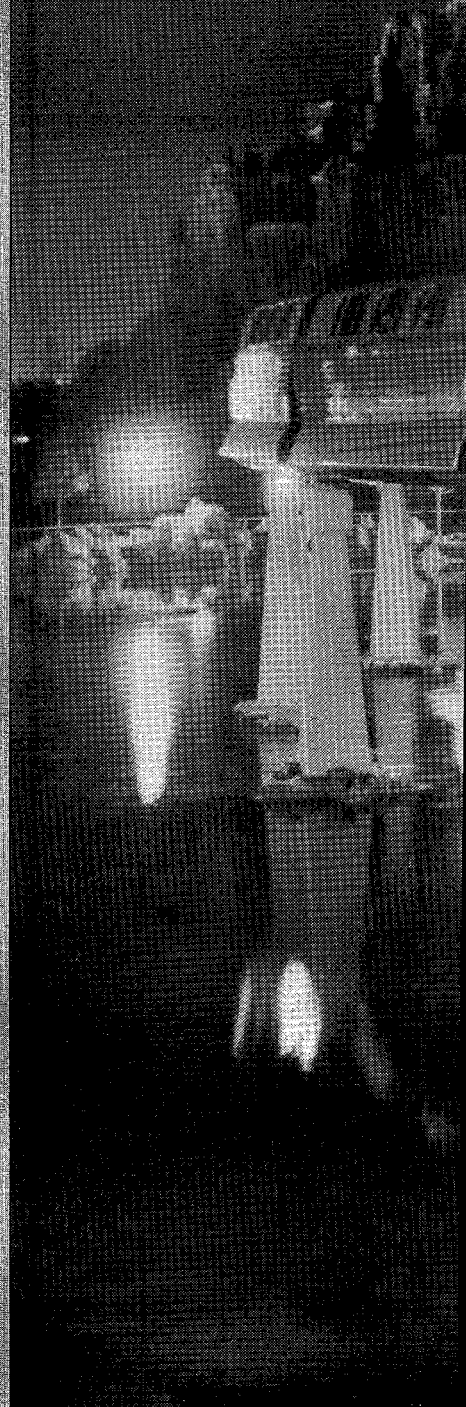
## Recreational Attractions And Activities

The Long Beach coastline—five and a half miles of beaches, marinas, bays and inlets—provides unlimited recreational opportunities. NESRA members can take a romantic 1-hour cruise through the canals of Naples Island (an exclusive neighborhood in Long Beach) via "Gondola Getaway". Aboard an Italian style gondola, one can enjoy Italian music and hors d'oeuvres; bring your own beverage.

A variety of rental equipment, from water trikes to surfboards to windsurfing equipment, are available along the coastline. Fishing can be found at several piers and at Queen's Wharf Sportfishing, a complex that includes a fleet of boats, restaurants, seafood market and small museum. Queen's Wharf and Catalina Cruises also offers harbor cruises and a whale watch tour (January-March).

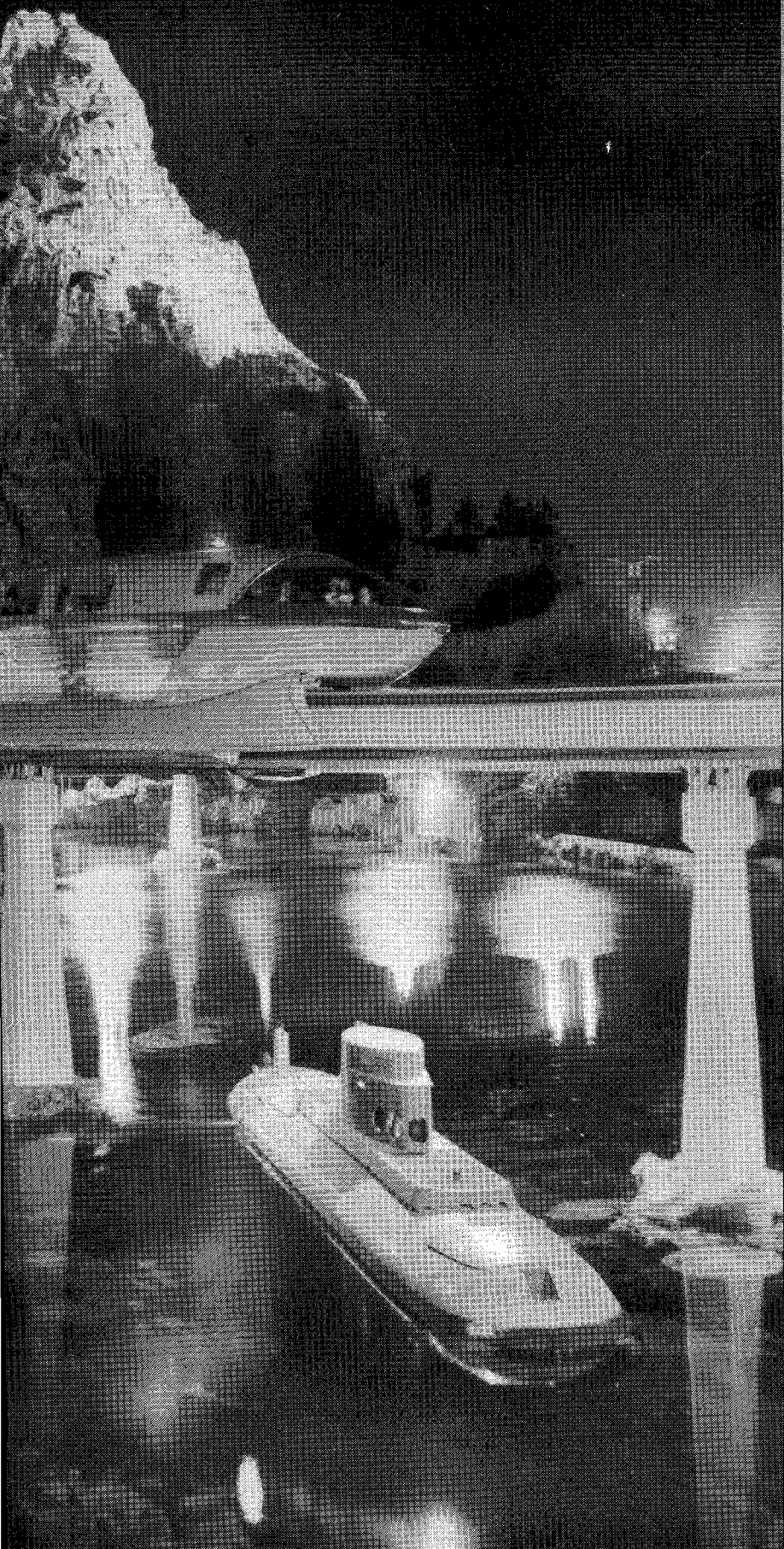
Recently added to the downtown shoreline is the new "Bay Shuttle" water taxi service. Now one can ride across the Queensway Bay from Shoreline Village to the Queen Mary and the Queensway Bay Hilton hotel and back.

Catalina Cruises runs fully-narrated cruises passing the Queen Mary, Spruce Goose and the scenic Long Beach shoreline. Catalina Cruises also serves as a shuttle service between Long Beach or San Pedro and Catalina Island, a nearby isle resort that offers sightseeing tours, swimming, fishing, hiking, cycling, shopping, dining and charming hotels for overnights. Another company, Catalina Express, provides



*A submarine prepar  
Monorail speeds by over*





*merge on a voyage through liquid space as the sleek Disneyland  
eyland is only a short drive away from Long Beach.*

a similar shuttle service to Catalina on smaller boats, but only from San Pedro.

Gold N' Stuff Family Recreation Center offers a complete family play area with four 18-hole miniature golf courses, little Indy go-karts, a water-slide, bumper boats, arcade games and a Model "T" car ride. Long Beach also has six public golf courses and 20 well-equipped parks, including El Dorado Regional Park, site of the 1984 Olympic archery competition.

### **Historical Sites**

Long before Long Beach was a city, Spanish ranchos spread over the area. Long Beach has two restored ranchos, Ranchos Los Cerritos and Rancho Los Alamitos. Both homes offer visitors an opportunity to see what early California was like.

### **Performing And Fine Arts**

The Long Beach Convention & Entertainment Center is home to the Long Beach Symphony, Opera, Civic Light Opera and Ballet companies, with short-term events scheduled such as rock concerts, car shows, rodeos and a circus. Long Beach also has about 80 community theater groups. Two 24-hour event lines, (213) 432-2233 and (213) 436-3660, detail entertainment events.

The city is establishing itself as an artists' colony, with many artists opening their studios to visitors. The city's Museum of Art is a 1906 mansion overlooking the ocean. German and American Art collections are featured, along with the largest video library on the West coast.

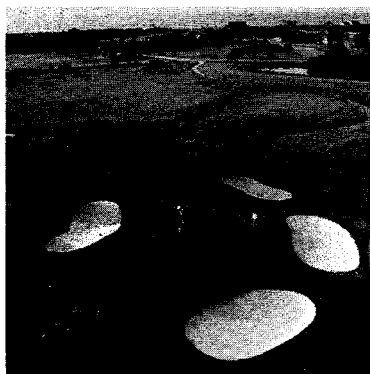
### **Myriad Shopping Choices**

Long Beach offers major shopping complexes, including malls like Long Beach Plaza, Los Cerritos and Los Al-



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## Where To Go in Long Beach

tos centers. The city is also known for its themed specialty centers, many of which are located on the water. These include Marina Pacifica, The Market Place, Seaport Village and Shoreline Village. The latter two offer cruises and special attractions, and all the centers host a variety of special events. There are also commercial districts like 2nd Street in Belmont Shore (a neighborhood in Long Beach), with shops, restaurants and pubs reflecting its youthful clientele. Broadway and 4th streets are known for their antique shops and small restaurants.

Ports O'Call, in neighboring San Pedro, also offers a variety of shops and restaurants revolving around an international ports theme. Located right on Los Angeles harbor, it's a great spot for watching cruise ships and freighters depart. Seal Beach is another quaint area for shopping, dining, browsing and enjoying

### Southern California Attractions Beyond Long Beach

For visitors wanting to explore the attractions just outside Long Beach, there are Gray Line and Starline tour companies, bus services and convenient freeways linking Long Beach with these nearby attractions—none more than an hour-and-a-half's drive away.

Marineland, in close-by Palos Verdes, is an aquatic wonderland with killer whale, dolphin, sea lion and pilot whale shows. There is also a giant aquarium for viewing marine life and Baja Reef, the world's only swim-through aquarium—a hit with kids.

Universal Studios Tour in Universal City is a guided tram ride through 420 acres of movie-making experiences. There are also live shows in the Entertainment Center.

And if NESRA members want to watch their favorite stars in television

series, movies and videos at work, "Hollywood On Location" publishes a location list each weekday telling exactly where and when the stars are filming that day or night in and around Long Beach and Los Angeles.

Six Flags Magic Mountain in Valencia is an amusement park with over 100 rides, shows and attractions, including the world-famous Colossus roller coaster and Roaring Rapids, a white-water rafting experience.

In addition to the ever-popular Disneyland in Anaheim and Knott's Berry Farm in the neighboring city of Buena Park, there are two museums in Buena Park that are must-sees. The Museum of World Wars is the largest military museum in the United States. On display are costumes, posters, weapons and vehicles used during all major wars since ancient Egyptian days. Six Flags Movieland Wax Museum is the world's most authentic Hollywood-themed attraction, spanning over 70 years of movie making history. There are over 200 stars in 100 authentic sets immortalized in wax.

In nearby Costa Mesa is the unusual Briggs Cunningham Automotive Museum, which houses 100 of the world's rarest vehicles. The collection is considered among the best in the world by automotive experts.

### Free Guide To Attractions

The Long Beach Area Convention and Visitors Council has produced a colorful 56-page Visitors Guide detailing attractions and recreational opportunities in Long Beach and neighboring Southern California communities, as well as useful travel information. The guide is available by request from the Council, 180 E. Ocean Blvd., Suite 150, Plaza Level, Long Beach, California 90802, (213) 436-3645, Telex 650421.

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# Turning On To Off-Season Travel

by Marianna Robin, editorial assistant

Do your employees dream of taking off for foreign lands; soaking in the shimmering rays on crystal white tropical sands; or gasping at the beauty and antiquity of European architecture?

Or perhaps they long to travel within the U.S. . . . to visit their Disney friends in Florida, or stare awestruck at the vast wilds of Yosemite National Park in California.

Although employees may indulge in visions of "someday . . .," many feel that their traveling fantasies are way beyond their means and end up moving no further from home than to work each day.

What employee services managers may not realize is that there is a realistic, practical cure for their employees' stay-at-home blues: Off-season travel.

"Off-season" (also referred to as low-season or value season) is the time of the year that the fewest number of tourists frequent an area. During these times, many areas literally go "on sale," offering discounts in accommodations and activities.

Generally speaking, the wintertime

is the off-season for most of Europe—one usually imagines strolling down the promenades on a delicious summer day, not struggling through the icy blasts of November.

On the other hand, wintertime is the peak season for Florida and the Caribbean. When midwesterners tire of keeping a stiff upper lip through blizzards and sub-zero temperatures, the logical solution is to head to an exotic "hot-spot." What better way to fend off frostbite than to stretch lazily on a heat-glazed beach, comfortably working on a golden tan?

While, to some minds, there may be no substitute for such a winter get-away, many employees are simply not able to afford such a luxury. "Off-season is the only time many of our employees can afford to travel," contends Janet Nelson, volunteer coordinator of employee activities at Battelle Northwest in Richland, Washington. "By setting up off-season trips, we have enabled employees to travel to places where they otherwise would never have been able to go."

And for employees who are not bound







*Yosemite National Park is even more beautiful during its winter off-season.*

by their pocketbooks but simply do not relish facing the inevitable peak season crowds, off-season is a great time to leisurely enjoy uncrowded resorts and attractions.

Employee services managers may ask, what's the hitch? The seasons must be "off" for some reason, right? Of course, there are some places you would not want to go to during ebb times. For example, the Greek Islands in February are damp and drizzly. And go to France in August and you may be surprised to find many of the neighborhood restaurants and shops closed—the owners are enjoying their own vacations in the Riviera.

But, through some careful research and planning, an employee services manager can avoid such disappointments and put together a successful off-season travel program.

### **Reduced Airfares and Slashed Prices**

There are many advantages to traveling off-season. For one, a variety of vacation costs are reduced: airline and

# Off-Season Travel

cruise fares, train and bus tickets, and even rental car charges may all go down. Hotel and resort rates are often lowered, and activities offered through resorts, such as snorkeling, boating and scuba diving, may be offered at reduced rates.

Even resort-area shops and European boutiques slash prices during off-season, attempting to clear their stock and prepare for the next seasonal surge of shoppers.

With the disappearance of peak season crowds, there are no monumental waits for tennis courts and golf courses and no mile-long lines for sights and attractions. And it is often possible to walk into even a 4-star restaurant without reservations and get attentive service from unharried waiters.

Also, when the many prime time vacationers go home, the native inhabitants cease being merely tourist-pleasers

and settle down to a more natural routine. Because of this, a less hurried way of life prevails, affording a better chance for travelers to appreciate the customs and culture of a certain area, and to encounter the locals one-on-one.

So, if your employees are seeking more people-oriented vacation experiences and are open to all the great values, off-season traveling is the way to go.

## Cruising For Less

When deciding on which off-season trips to make available to employees, employee services managers should definitely consider cruises.

According to Anne Grace, account executive for Connexion cruises, planning a cruise for off-season typically guarantees a smaller number of people on board, which may result in one in-

timate dinner setting instead of the usual two on the full-capacity voyage. Also, there will generally be less crowded conditions on the ports and in port-area shops.

While cruises are generally thought to be cost-efficient, they are especially so during the mid-April to Christmas off-season. Grace says these off-season discounts are "well worth looking into," especially for participating NESRA member companies who enter a special agreement with Connexion. These companies, promising to display brochures of the four cruiselines and the variety of trips being offered through Connexion, receive a 5-20% discount on cruise rates. This savings, on top of off-season values, proves irresistible to many NESRA member companies.

Rates are especially appealing since they come in all-inclusive package deals. Employees find it relieving to take a

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*Springlike weather, with temperatures ranging from 68–78°, typifies Bermuda's off-season, which runs from November 16–March 15 in 1986.*

trip that, except for personal expenditures, is already paid for: One flat price covers on-board accommodations, ocean transportation, all meals, services and entertainment provided on the ship, and port taxes.

And as each year goes by, cruises are increasingly affordable and accessible to employees. No longer reserved for black tie and chiffon-clad aristocrats, cruises are becoming more casual to accommodate the young, middle-class passengers who may be unable to dress to the hilt every night.

With most cruiselines offering a wide variety of trips (Connexion offers over 80 trips through four popular cruise-lines—Royal Viking, Royal Caribbean, NCL and Princess), every employee can pick the ship and vacation package most suited to his or her tastes and needs.

## The Season of Sweet Savings

For employees wanting a more land-based travel experience, employee services professionals can offer Caribbean island vacations.

A trip to a Caribbean island is like a step into paradise. The sun almost always shines in a stunningly blue sky, its rays skipping playfully on the satiny, sheer Caribbean waters. The foliage of the islands is lush and bountiful, spilling everywhere in shocking flashes of brilliant color. And many of the islands have dozens of intimate and secluded beaches. On St. Martin, for example, there are thirty-seven beaches—one for every square mile. Beachcombers can walk for miles, without even seeing another footprint.

This is a scenario that would make any employee's mouth water. But what is truly amazing about a trip to the Caribbean is that off-season accommodations often drop an incredible 30 to 55%.

And contrary to popular belief, the Caribbean is just as alluring in the summertime as it is in the winter. While many are mistakenly convinced that Caribbean summers are unbearably hot,

temperatures are actually balmy all year—they vary little more than 5° between winter and summer.

So by visiting during off-season (appropriately labelled the "Season of Sweet Savings" by the Caribbean Tourism Association), employees can savor the exquisite climate *and* unbeatable discounts.

Like all off-season travel, there are many other benefits to visiting at this time. Accommodations are easier to obtain, restaurants are less booked and offer better service, facilities and activities are less crowded and sometimes available at special discounts, and swimming pools and beaches allow sunbathers the utmost privacy. During off-times a more leisurely, unhurried pace settles on the islands as the crowds of tourists disappear. And in off-season, the atmosphere of the island is much more cosmopolitan, resulting from an influx of European vacationers. Employees often find this continental flavor an intriguing alternative to the predominantly American and Canadian

tourists of the Caribbean peak season.

All these seasonal benefits, added to the incredible number and variety of available activities—the waterskiing, jet skiing, sailing, snorkeling, scuba diving, wind surfing, deep sea fishing, tennis and golf by day, and the dining, dancing and gambling by night—and up to a vacation fantasy-come-true for employees.

## Sand, Surf and Disney World on a Budget

For those employees who love the sand and surf but who would like to vacation a little closer to home, the perfect get-away may be an off-season Florida trip.

Florida's off-season stretches from late spring to late autumn. Although temperatures reach simmering peaks during the summertime, the off-peak fall season is an idyllic time to head for Florida. The weather is not too hot, yet warm enough for spending many



*(Photo courtesy of Bermuda Travel Planners)*

# Off-Season Travel

relaxing hours lapped by cooling tides on uncrowded, sugar-white beaches.

For those who want to do more than sunbathe and swim, there are endless opportunities. Diversions such as deep sea fishing, tours of the Everglades, surfing, sailing and horseback riding are all available at great savings during the off-season. Even the highways are uncrowded during off-peak times, allowing for more leisurely sightseeing.

And employees who escape to the fantasyland of Walt Disney World from September to early November will find the most uncrowded conditions of the year. While an average day during the peak season can draw as many as 80,000 people, the average number of daily attendants during the off-season runs from 15,000 to 25,000. Employees find it a lot more fun to wander unjostled through the park and to wait minutes for attractions instead of hours. This goes for other Central Florida attractions as well, such as Sea World, Circus World and Marineland, which are equally as uncrowded during the off-season.

While some resorts may close during the fall to prepare for the upcoming peak season rush, most remain open and offer attractive discounts to guests. For example, Joan Christianson, reservations agent for the Surfside Resorts in Daytona, says that rooms offered at a special NESRA rate of \$47.00 are available for NESRA members for \$28.00 during the fall.

Not only activities and accommodations have slashed prices, notes Christianson, but many restaurants as well. Many "offer fantastic two-for-one specials and ½ price meals, and provide unhurried, attentive service," she adds.

## Off-season European-Style

There are many employees who like the idea of such uncrowded conditions and lowered prices, but who would really like to vacation abroad. Employee services managers can help these individuals by putting together a trip to Europe. Exchange rates abroad are extremely favorable at this time, and ac-



***By setting up off-season trips, we have enabled employees to travel to places where they otherwise would never have been able to go.***

*(Above: Disneyland is less crowded during the off-season.)*

cording to Fred Teichen, president of All Suburban Travel, "you can find incredible savings on off-season airfares to Europe." But employee services managers must keep on top of current airfares (no easy task since airfares are constantly fluctuating) and be familiar with available discounts in order to get the best savings for employees. Buying a ticket for August 15, the European "shoulder season" (brief period between high and low season), can cost a great deal more than a ticket bought for August 16, the off-season.

Generally speaking, Europe's off-season runs from September to March. Hotel rates often go down, and many European stores hold their major sales during the winter. The off-season vis-

itor may linger at the Louvre or the Notre Dame, soaking in the beauty, without having to crane his neck for a view past five other shoving tour groups.

Another advantage of such an off-season visit is that wintertime is Europe's cultural and music season. Fabulous ballet and symphony seasons start in September and October. And ticket prices for performances are generally less inflated than the summer music festival tickets.

But besides the cultural and economical benefits are the advantages of meeting Europeans on a one-on-one basis. Employees who are seriously interested in learning about other customs and cultures will appreciate the personalized experience of wintertime European travel. When a city is not overrun by foreign tourists, the inhabitants are much more willing to have a friendly chat with a "traveler from afar."

So what about employees who like the idea of an uncrowded, unhurried European vacation, but who do not want to face the off-season winter freeze? There are other alternatives. Many ski resorts throughout Europe have peak seasons in the winter and off-seasons in the summer. Although travelers may miss the winter airfare reductions, they will find ski resort accommodations greatly reduced in price.

One example of a ski resort area that is an off-season traveler's dream is the Austrian Tyrol. When most people think of the Tyrolean Alps, they imagine them covered in snow. But in the spring, the "skiing set" leave for their summer homes and the popular ski resorts are transformed back into the farming communities they originally were. The once-frigid slopes are uncovered to reveal lush, green pastureland sprinkled with delicate wildflowers, and the Tyrol settles down into an undisturbed tranquility.

There are thousands of miles of marked trails running through the splendid Tyrolean surroundings. Employees will be rejuvenated strolling pleasantly along the meandering mountain tracks and breathing in the pure fragrant air.

And after a carefree day of such exercise, employees can return to their rustic guest-house and dine on generous home-cooked meals. A stay in a guest house is surprisingly inexpensive. A couple may rent a comfortable room for under \$40.00 per day—with three full meals included.

Employees looking for more of a social scene can head toward the Tyrolean capital, Innsbruck, which has free guided walking tours daily from June to December and offers visitors stylish wining and dining. Other resorts in the area feature nightly dining, dancing and even casino gambling.

### Nature at its Best

While the Tyrolean countryside offers visitors an old-world rural adventure, employees do not need to leave the United States to get closer to nature. There are thousands of spectacular parks throughout the U.S. that are awe-inspiring in their beauty and emensity. Yosemite in California is one such park.

Wildflower meadows at Yosemite are interspersed throughout pine forests and giant sequoia groves, granite formations and waterfalls, and crystal, snow-fed lakes. Most visitors come during the summer months, drawn by the majestic scenery of the Sierra Nevada

Mountains where Yosemite is located.

What many employees do not realize is that Yosemite is just as beautiful during the wintertime, if not more so. Not only are there fewer crowds in the wintertime, there is an impressive array of available sports and activities. Employees may ice skate on a panoramic rink or go downhill or cross-country skiing. Snowshoes are obtainable for a vigorous trek in the wilds.

And for a more expansive tour of Yosemite, employees may take a two-hour motorcoach ride through the park, gazing at the snow-covered cliffs and trees, sparkling under a deep blue sky.

After a day of sightseeing and healthy exertion, employees can unwind at one of Yosemite's fine restaurants. These are usually less crowded during off-season, as are cabin and hotel accommodations.

### Reasonable Weekend Getaways

A less expensive alternative to such a Yosemite trip is a winter weekend getaway at a nearby resort. Allstate Insurance Co. in Northbrook, Illinois, offers employees off-season weekends at popular Wisconsin resorts. According to Mary Huber, corporate relations representative, the weekend trips are very successful since they "give families a

chance to get away on a mini-vacation."

Because the resort weekends are offered from the September to May off-season, reservations are easily attainable. And in many cases, there are free accommodations and free food for children. This is a great value, especially considering the resorts' indoor facilities—the fitness centers and swimming pools—and the many outside activities in close proximity to the resorts. Downhill and cross-country skiing are available as well as outdoor skating.

There are possibilities to be discovered throughout the country for discount weekend escapes. Every area has a designated period when vacation traffic is at a low, such as Colorado in the fall and Arizona in the summer.

With many hotels country-wide offering such attractive deals, employee services professionals only need to explore their surroundings to find an ideal resort for an off-season get-away.

**W**hether it be exotic pleasure cruises, Caribbean adventures, Disney fantasies, tranquil mountain treks or weekend escapes, off-season vacations fit into every employee travel program. With some smart thinking and good timing, employee services managers will have no difficulty turning employees on to off-season travel. ☞

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# NESRA 1985 Travel Survey Results

**O**ver 50 percent (52.03%) of NESRA members have an employee travel program, according to our recent travel survey. And of those members who don't, another 13 percent plan on starting one. Not surprisingly, a whopping 98 percent of our members offer discounts to employees for theme parks and attractions. This page features some of the highlights of the survey results. For more information, contact NESRA Headquarters.

Do you organize trips for special interest groups that are part of the employee services department?

<b>Yes</b>	<b>64%</b>
<b>No</b>	<b>36%</b>

## Most Popular Employee Travel Destinations

- Hawaii
- Las Vegas
- Europe
- Disneyworld/Disneyland
- Cruises
- Mexico

How do you choose your destinations?

- |  |  |
|--|--|
| <input type="checkbox"/> Committee (30%) | <input type="checkbox"/> Employee Survey (24%) |
| <input type="checkbox"/> Self (31%)      | <input type="checkbox"/> Other (14%)           |



*Las Vegas is one of the most popular tourist spots among employees, according to NESRA's 1985 Travel Survey.*

Where do you have trips planned for 1985-86?

- Europe (28%)
- Hawaii (21%)
- Las Vegas (17%)
- Mexico (13%)
- Carribean (11%)
- Theme Parks (11%)
- Local Areas (10%)

# South Seas' Hidden Treasure Hunt



The infamous pirate Gasparilla and his treacherous mateys have long since gone to their galleons in the sky. Centuries have passed since they plundered for booty and stowed hapless females on Captiva Island, the "Isle of the Captives," in Florida. But the pirate spirit still survives on Captiva, kept alive by South Seas Plantation and Resort through their "Tropical Treasure Hunt." This annual company event allows adventuresome employees to sail to a nearby deserted island for a weekend of fun and a chance to search for \$100 in buried treasure.

Employees are asked to bring with them a "powerful thirst, ravenous hunger and a swimsuit," and to leave behind their "inhibitions, wallets, keys or anything which might be lost." And to give these "pirates" a true feel for the 18th century, no watches and flashlights are allowed—and positively no Sony Walkmans!

Enthusiastically falling in with the pirate theme, employee treasure-hunters dress as 18th century bandits and "saucy wenches." Eye patches, bandannas, wooden brass-buckled shoes and sabres are the order of the day for the men, while the ladies wear battered skirts and scarves or fancy ball dresses picked up at second-hand stores.

Also adding to the atmosphere is the event's island location. The treasure-hunt motif fits in naturally with Captiva's surroundings. The barrier islands of Captiva and North Captiva are tropical paradises with brilliant, lush foliage similar to that of Hawaii. North Captiva, a tiny section of Captiva that broke free during a monsoon 23 years ago, lies merely 600 yards away from its mother island. Now beautiful and deserted and known throughout the world for its wide variety and abundance of marvelous shells, North Captiva is inaccessible except by boat, due

to the strong undercurrents of the Gulf of Mexico. This virtually undisturbed, mysterious island is a perfect setting for a treasure hunt.

Although the first hunt in 1983 was just an evening event, last year the treasure-hunters camped overnight. This year, the excursion expanded into a full weekend affair, with the pirate campers sleeping under the tropical moon by night and swimming and shell-collecting by day. The hunt itself took place on a Sunday, bringing the relaxing weekend to an exciting climactic end.

### Searching For Hidden Clues

Fifty employees participated, the maximum number permitted—any more scavengers would make the hunt unmanageable. Each paid a \$20.00 fee covering boat transportation, the \$100 treasure prize, a full meal, and an endless supply of tropical drinks and soft drinks.

The paired-off hunters set out at 1:00, searching for clues that had been hidden the Friday before. Equipped with shovels, the scavengers scattered in all directions, using compass and map to navigate the island. As more and more checkpoints were discovered, the hunters began to collect again into one large group. All went well until everyone took a wrong turn at one of the checkpoints. But they were soon set straight, and before long, the last checkpoint was revealed—the camp flag set with skull and crossbones.

All dug madly around the flag, eagerly hoping to strike treasure.

After some intense moments, there were shouts of discovery and good-natured congratulations as the winning team dug up the wooden treasure chest containing \$100.

After the three-hour hunt, employees were more than ready for the late afternoon feast of hot dogs, chicken, baked potatoes, roasted corn and cole slaw. As dusk settled in and a bonfire and torches were lighted, all relaxed and enjoyed their cool drinks and told many a long tale.

Comfortable in their new-found pirate roles, many of the employees took a late departure boat back to the main island, reluctant to rejoin civilization.

According to Kate Sweeney, South Seas director of employee services, the "Tropical Treasure Hunt" is well worth all the effort. South Seas is equipped with all the basic supplies they bought for their first hunt, such as compasses and shovels. A South Seas employee built the required wooden treasure chest. But planning still must begin weeks in advance, as a treasure map is laid out and rhyming clues are penned, such as:

*Trailblazer, trailblazer, blaze me  
a trail*

*Using your trusty knife*

*At 41 paces I cannot fail*

*Having the time of my life.*

Elaborate arrangements must be made for food transportation and storage, and as the hunt draws near, large holes are dug in the ground at North Captiva so they may be packed with ice and used as coolers for beverages and perishables. Water and safety equipment must also be carried to the island and any other necessary forms of comfort, such as mosquito repellent.

Treasure-hunt organizers must also "expect the unexpected" by always being prepared for a storm. Tropical blasts often occur with very little warning and may be quite violent, so if a storm were to suddenly stir up, em-



## PROGRAM SPOTLIGHT

ployees and supplies would have to be quickly and safely carried back to the main island.

Although Sweeney admits that covering all the bases in preparing for a hunt is a lot of work, she believes the benefits far outweigh the effort. On Captiva, where the South Seas staff numbers 500, 200 of whom are in residence on the Island, there is a great need for a creative employee services program, and the hunt helps fill this need.

And, emphasizes Sweeney, the hunt encourages camaraderie so "when other employee events come along, the staff will be more willing to participate." This participation is especially important for South Seas employees since Captiva measures only eight miles long and a ½ mile wide, and a trip to the mainland is an excursion of over 16 miles. As Sweeney says, "you can def-

initely get cabin fever out here on the beach."

South Seas' Tropical Treasure Hunt is an excellent cure for cabin fever," says Sweeney. "Employees find it refreshing to get away from it all," she adds. And they enjoy exploring the otherwise unattainable island of North Captiva and sharing with co-workers a "good hunt, good food and good fun."

Upper level management supports the activity, recognizing it as one of many invaluable efforts to add to the unity and enjoyment of South Seas employees.

Perhaps a treasure hunt is just the lift your employee services program needs. Having a solid, established list of demanded employee activities is important. But all employee services programs must be continually re-evaluated and updated, and it is helpful to add spice to a traditional pro-

gram by introducing innovations now and then.

Why not put together a treasure hunt for your employees? True, not everyone has a convenient island on which to hide treasure. Sweeney maintains, however, that anyone can have a successful hunt, whether it be in the "sunshine state," the Northern states, East Coast or the great Midwest.

All that is needed for a non-tropical treasure hunt is a remote spot—a hayfield or forest preserve, perhaps?—and some imagination. And who knows, maybe you'll reawaken the pirate spirit in your own little corner of the world. Before long, your employees will be agreeing with the South Seas "pirate" who said during a recent treasure dig, "Anyone who passes up an experience like this is just plain silly." ☹️

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## Out-of-Town Workouts

by Maggie Greenwood Robinson

**Editor's Note—** NESRA recently became one of the pioneers in the much-needed area of travel and fitness by publishing *The Traveler's Fitness/Health Directory*. This handy guide lists hotels with various fitness facilities in 35 major U.S. cities, as well as the anti-jet lag diet, an airline meal directory and running areas across the country. To order, contact NESRA Headquarters.

Frequent business trips can interfere with anyone's fitness program. But an out-of-town trip is not the time to stop your fitness routine. Exercise gives you the extra energy to concentrate through all-day meetings and offsets the high-calorie effects of restaurant food. Here are ten easy ways to keep fit on the road:

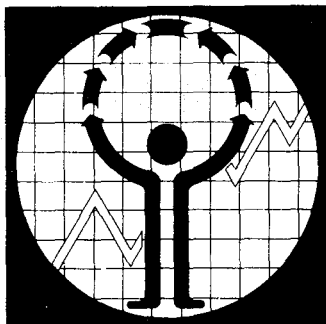
### 1 ON-SITE HEALTH CLUBS

Plan ahead. Today, hotels cater to fitness-conscious travelers, and many have on-site health clubs. Contact the larger chains, such as Marriott Corporation, Sheraton Corporation, Westin Hotels Corporation, Hilton Hotels Corporation, Hyatt Hotels Corporation and Holiday Inn, Inc., to find out which of their hotels has exercise facilities and programs. For example, Holiday Inn publishes a *Sports Hotel Directory* listing all the Holiday Inns across the country that provide various fitness facilities. (You can write to Holiday Inn at 3796 Lamar Avenue, Memphis, Tennessee 38195, attn.: Cosmo, for a free copy of this directory.)

Health clubs vary widely—it makes sense to check out the hours, costs (if any) and types of equipment before making reservations, even if you've used that chain's facilities in other cities. Travel agents and advertisements are other information sources.

### 2 GYM IN A SUITCASE

Invest in some easy-to-pack exercise gear, such as a set of inflatable dumb-



bells. Fill them with water (they come in two-, five- or ten-pound sizes) and you can exercise your entire body. Follow such basic dumbbell exercises as leg lunges, chest presses, arm curls and shoulder presses for best results. If they feel lighter than the weight you're used to, lift and lower them slowly. This slow technique will make them seem remarkably heavy, and the exercises will be more beneficial.

The jump rope is another convenient item to exercise with in your hotel room. Jumping rope is an aerobic calorie burner that uses nearly every muscle group in your body. Warm up by stretching before you jump. Then jump for about 15 seconds, alternating with 30 seconds of rest, for a total of 15 minutes of exercise. For more information on light, weight-training exercises to do and other kinds of portable equipment, pick up a copy of *Patrick Netter's High-Tech Fitness Book*, by Patrick Netter (Workman Publishing, \$12.95).

### 3 LOCAL GYMS AND SPAS

More and more gyms and health spas across the country are opening their doors to business travelers on a daily basis. Hotels without in-house exercise facilities may have agreements with nearby gyms or health spas that allow hotel guests to work out for free or for a nominal charge. Or you can go on your own. At places such as the Am-

bassador Health Clubs in San Francisco and Eagle's Gym in St. Louis, you simply pay a daily rate for your workout—usually between \$3 and \$10. If you are already a member of a facility that is part of a national franchise, such as Gold's Gym, your membership may be honored at the chain's other locations. You should be able to work out there at a discount, or even free of charge.

### 4 AEROBICS ON YOUR OWN

A good aerobics tape or two and a small tape recorder can be surprisingly effective. Popular routines include those choreographed and produced by Jacki Sorenson, the originator of aerobic dance, and by Judi Shepphard Missett, the founder of Jazzercise. Exercise programs on television are also worth checking out. Experts warn against rolling out of bed and into a leg lift; it's best to warm up with a few light stretches.

### 5 ONE STEP AT A TIME

Stair climbing is a great aerobic exercise with the bonus benefit of toning the thighs and calves. Climb up two flights of stairs (no faster than two steps per second) and then rest by taking a one-minute walk on level ground. A climbing routine of 200 steps per day will help keep you in shape.

### 6 WALK, DON'T RIDE

Walking burns 50 to 100 calories every 15 minutes. Walk briskly enough so that you're breathing a little faster than normal but are not breathless. Let your heels touch the ground first, roll to the balls of your feet and swing your arms rhythmically. Wear comfortable, well-cushioned running shoes and, for an extra workout, add ankle and wrist weights. But be careful not to overdo it, because you may put too much stress on your joints.

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### 7 ON THE RUN

Many hotels have responded to the fitness revolution by providing jogging maps or recommendations. For safety—and scenery—check with hotel staff before setting out on your own. In bad weather, you can always run in place. One indoor jogging must: Lift your feet at least eight inches off the floor.

Your hotel also may have a parcourse or fitness trail on the grounds, or there may be one nearby. A parcourse is a running path that has exercise stations where you perform various calisthenics. The Westin Oaks Hotel in Houston, Texas, has an indoor parcourse, and the Sheraton in Washington, DC, is next to Rock Creek Park, where there is an 18-station parcourse.


### 8 TAKE THE PLUNGE

Slow, steady lap swimming for 20 to 30 minutes using a combination of strokes, is a good, all-over body developer. If laps bore you, learn a routine of pool exercises. The water provides muscle-toning resistance. You can kick, walk on the pool's bottom, tread water and do leg lifts or push-ups from the side of the pool. For information on exercising in the water, read *Donna DeVarona's Hydro-Aerobics*, by the Olympic gold medalist (Macmillan Publishing Company, \$17.26).

### 9 EAT RIGHT

Assuming you eat sensibly at home, don't forget the good habits once you hit the airport. Trade high-calorie, low-thrill airline food for a balanced picnic-to-go, and drink non-alcoholic fluids to make up for the plane's dryness.

### 10 BE PREPARED

Even if last-minute travel plans make checking out the facilities en route impossible, throw some lightweight gear—swimsuit, shorts, socks, jogging suit and all-purpose sports shoes—into your suitcase. That way you'll be ready for action. 

Reprinted from *Working Woman*® 1985 Hal Publications, and *American Health: Fitness of Mind and Body*® 1985 American Health Partners.

# Running an Employee Travel Program

by Joel P. Blake

One of the greatest highs in the travel industry is to organize a trip, sell it and watch everybody come home with smiles on their faces, and be able to say you made money at the same time. This is the travel agent's point of view. To a certain extent it should be yours too if you have the charge of organizing an employee vacation program.

Of course you aren't interested in the money making point of view, but you are deeply concerned with the welfare of your employees while they are on a tour that you helped promote. After all, by organizing a vacation program, you appropriate the role of a dream-maker. You help create the dream of sunning on endless beaches or exploring the castles of past royalty. This is the daily mission of the travel consultant. When you think about it, it is a huge responsibility. To underestimate what it takes to make certain your promotion is successful could result in a situation that undermines each and every facet of your employee program.

The first step to take in creating the dreams and making them happen is to find a travel company that knows what it takes to move lots of people at one time. Much has been written about how to find a good travel agent; here's some thoughts about finding a sound travel agency:

- The agency should be in the group business for the money—not for the self-adulation that often motivates the less professional shops. Yes folks, it happens.
- The company should have a staff with extensive, first-hand travel experience—sounds obvious but try to successfully sell a program when no one in the agency knows and can explain that the Bahamas are flat.
- A good group track record would give you an indication that the office

has the learning stage of handling groups behind them. You don't need the agency to use your group as a learning experience.

- An automated group accounting system would be a very nice plus. Being able to provide you with rooming lists, cash reports, inventory reports and mailing labels shows that the company has made a significant commitment to the proper handling of money and information.

**By organizing a vacation program, you appropriate the role of a dream maker.**

- Also important: The agency should be up to snuff on the myriad legal responsibilities that group travel tends to develop. You want someone who knows how to protect himself and your company in the event that something drastic does go wrong.

- Above all, find a company that at least appears financially solvent. You won't likely find an agency that is ready to open their books for you, but do try to get credit references whenever possible. A good sign is when the agency doesn't balk at your suggestion to maintain an escrow account in the interest of group members.

Where have you heard this before? "You get what you pay for." In the travel industry, nothing could be more true.

I'll never forget the group organizer that insisted on a budget hotel in Orlando in the middle of summer. She felt that her people wouldn't pay the extra few bucks for a better property and thought that a low price would generate lots of people for the trip. It did, and the people got air conditioning that worked some of the time, a dry pool and a surly staff that just about abandoned ship when the two bus loads of tired travelers got their first glimpse of the "resort" of their dreams. Bottom line trips do not have a place in a successful employee vacation program. Tours with value for the dollar do.

## Choosing Your Destination

For a beginning vacation program, keep it simple. Find a tour destination that will appeal to a large number of people in your company. A special group tour to Australia and New Zealand sounds nice, but it won't sell to factory personnel that are in the low-to mid-income brackets. Disneyworld, cruises, a week in a Mexican resort; this is the kind of trip that offers the path of least resistance. Though perhaps oversimplified, the most you worry about with these trips is that the weather will be favorable and the planes on time.

As your vacation program enjoys a couple of minor successes and your reputation as a competent organizer increases, give a try at something a little more ambitious. A two-week tour of Europe, a comprehensive trip through the Hawaiian Islands; either takes great care in planning and pricing. Including too much in either of these examples could result in costs that are too high to be marketable, not to mention the fact that you can count on returning vacationers complaining of motor-coachitis.

When first considering which destination to promote within your company, you will likely find the latest Sunday edition of the newspaper and locate the travel section. Here will be listed a variety of loss leader prices to all the exotic places you haven't been to yet. Logically, you might surmise that if you came up with 50 people to go on one of these offerings, the price could go even lower. Only after a few phone calls around town do you find out that to get this trip, you've got to leave next weekend, or that only 10 rooms are sold at the low price. Knowing where the prices come from is half the battle in understanding and dealing with a travel agent.

Just as you know exactly what it costs to run your employee services department, a good travel agency knows what it costs to write each ticket and process each refund. It knows how much staff time will be devoted to your group of 100 to Tahiti; how many mailings it will take to properly communicate with the passengers; whether or not a representative of the agency will be needed to go along; and what it will take in the printing of brochures to attract the number of people needed for a profitable group. These factors and more will cross the agent's mind before even thinking about which hotel to use and what rate he can get for it.

Simply put, the agent will break everything down to the net cost of delivering services: That's planes, motorcoach transportation, portage, hotels, meals, taxes and service charges, ad infinitum. When he's got all that down, the consideration of time, overhead, etc., gets added to the list. A smart agent will even add in the cost of the \$1.50 passport folder that will comfortably hold each passenger's tour documents. To that final total, the agent will add what he wants to earn in profit. Depending on the difficulty involved in the booking and planning of the venture, you can count on anything from 10% to 20%—less if the group numbers begin to get in the hundreds. Please note that the "free" trip you get for your efforts is actually prorated amongst each and every paying passenger.

While all of these calculations may sound cutthroat, realize that the organization of any group tour is the service that the agent is offering. The knowledge of how to move lots of people effortlessly and safely is valuable. Your passengers will only be paying for what they buy. If an agent doesn't use this method for pricing and he's still in the group market, chances are that he's good at craps too.

**Have contests, incentive programs, hula girls at lunch time—anything to get people thinking more about traveling with their friends and coworkers.**

## Working Out the "ifs"

Once you have picked a destination that you feel will be well received by your employees and you've gotten a fair price from a qualified agent, you're not done yet. Before promotion of the trip can begin, plenty of "ifs" have to be worked out. One of the most personal points is what your role will be in the promotion of the movement.

In the minds of most employee vacation coordinators that I've worked with, the less they have to do with each individual booking, the better. You simply do not have the time to sit down with each prospective traveler and advise them, perhaps incorrectly, on the merits of buying liquor at a discount in St. Thomas. Let the agent answer those questions—that's what he's getting paid for. Get your employee to call the agent and let him sell the trip.

## Promoting Your Trip

You should have the task of getting the word out. Using the media at your disposal, announce and hype the movement at every opportunity until the trip is sold out.

What you say in your advertising, however, is critically important. Avoid putting the name of your company as the lead headline. By having the company name in bold print, some might consider the trip company-sponsored. If that were the case, we open the Pandora's Box of legal liability. Somewhere in your advertisements, make sure that the agents' limitations of liability and responsibility clause is clearly visible.

When it comes to promotion, let your own creative instincts take over. Have contests, incentive programs, hula girls at lunch time—anything to get people thinking more about traveling with their friends and coworkers.

Airlines are great for coming up with promotional items and gimmicks to get people excited about travel. Movies are generally available free of charge from libraries or airlines alike. Tourist offices provide a wealth of information from brochures to speakers on just about any destination you'd care to take your group to.

Above all, make your promotions fun. The employees will recognize a great sales job, and even if they don't go on this trip, they may well set their sights on the next, no matter where it is to. Creating excitement and developing dreams: From your point of view, that is what it should be all about.

## Troubleshooting Beforehand

Suddenly the sky darkens, there's thunder in the distance and lightning streaks overhead. You knew it was too good to be true—all this excitement over the trip that is still months off—and then reality hits with a thud. Sales have been slow and your projections of group size have been overestimated at best. The travel agency is concerned that it may have to raise prices in order to recoup expenses. After all, by not providing enough people, it is entirely possible that the group didn't qualify for the lowest prices. In a worst-case situation, the agency feels that it must cancel the whole thing in order to cut its losses.



# MANAGER'S MEMO

These dire examples are very real, but their impact can be diminished greatly by a smart agent. People are generally pretty flexible as long as you keep them informed as to what is going on. More than one agency around the country uses the motto "No Surprises!". All the agency has to do is send a confirming letter to each and every passenger and outline what will happen if certain expectations aren't met. If the group falls below 50, for example, each person will have to pay another \$25.00. As long as the consumer knows this in advance, no problem. What you as the organizer have to understand is that without those prorated numbers we spoke of earlier to cover the cost of your seat on the trip, you may have to kiss your fellow employees off at the airport and wave goodbye from the window.

As far as cancelling the entire trip, that is another situation. If you can only sign up 3 couples for a promotion that called for 100, you can pretty well count on the whole event going down the tubes. But, if you came up with half of the original projection, the agency should be able to make the whole thing without a hitch and without a price increase (based on number of participants).

Sometimes an airfare calls for a minimum of 40 participants to be valid. If your group only comes to thirty-two, you can count on an increase. Again, as long as you know the rules of the game in advance, all of this is eminently fair.

When initially speaking to different travel agents about handling your specific group or the employee vacation program in general, look for a company that has other outlets for marketing their tour offerings. It is a good signal if the agency can easily market your tour to other organizations in case you need help filling up seats. If the agency is strictly commercial, chances are that they will not have the means to give you this type of needed flexibility.

## What Deregulation Means For You

One of the effects of the deregulation of the travel industry is that groups are hurt by the amount of advance notice that is needed to secure space. For example, today I may be pricing a trip to Scandinavia for next fall. As far as it relates to currency values, my crystal ball isn't tuned up for fall yet. For all I know, the dollar will level off and the prices we offer today will be alright. If the dollar loses strength, I better well have made provision for the eventual increase in my proposal to the organizers.

**A special group tour to Australia and New Zealand sounds nice, but it won't sell to factory personnel that are in the low- to mid-income brackets.**

As any airline can enter markets now and throw in any price they want to charge, you have to be ready to deal with the prospect of someone coming up with a cheapie trip in direct competition to yours. You have been promoting for months, money has been taken in, and now the new kid on the block undercuts everything you have done. If you are in a major city, count on this happening at one time or another.

There are a couple of things you can do to avoid most of the grief that this situation causes. One is to plan a trip that has enough special items in it, such as sightseeing, banquets, etc., that the people easily recognize that you can't compare the new trip "apples to apples" with yours. The other is to use destinations that are not likely to be

"raided" by these low budget operations. Remember the axiom, "You get what you pay for."

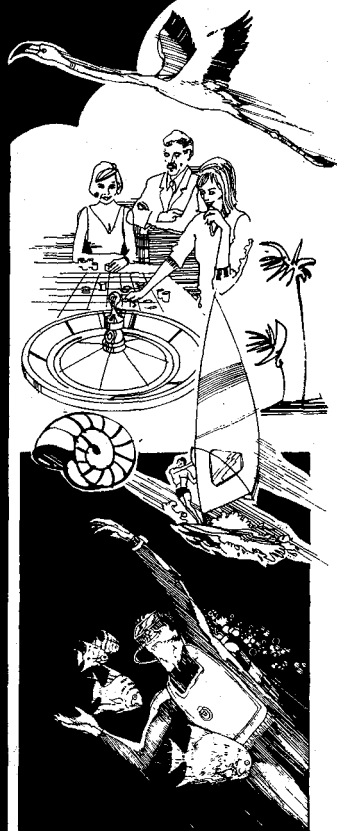
## Timing Is Everything

Once you have had a couple of successful employee vacation movements, you can start to think about doing them on a regular basis. If you have a plant shutdown, the timing is obvious. If that is not the case, you must work closely with the production people of your company to avoid planning vacations that conflict with the highs and lows of the production cycle.

Don't plan too many trips unless you have a company with thousands of employees. Too many offerings diminish the response to any one trip, and who has the time to promote more than a couple of trips per year? I have seen companies try to have one trip per month. Some of them sell, the others fall by the wayside. With that kind of frequency, it is unlikely that all will serve you well in terms of motivating the troops.

Depending on the size of your company, you may have a number of clubs or organizations that want to organize their own vacations. Ski clubs are famous for their excursions to Aspen in the winter. In most instances, the club will want to do its own arranging and promoting, often bypassing the rest of the employees of the company. Don't let this situation conflict with your efforts. Your responsibility here should be to make certain that the company is secure in all legal respects in case someone is injured or the trip goes bust. Standard release forms for this type of thing are readily at hand through your legal department.

Most of the conversation thus far has been geared toward specific group movements. That is fine for as far as it goes, but you will find lots of people in your firm that simply don't want to tour with their everyday cohorts. There has to be a spot for this type of person if you want to establish a comprehensive travel program.



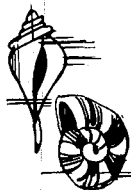
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City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Send to: NESRA, 2400 S. Downing, Westchester, IL 60153.

For companies that use a travel agency for commercial business purposes, there might be a concession made to offer an outright discount on residual vacation business. This discount could take almost any form. It could be champagne in your room on the first night of the trip, or it could be a deluxe travel bag. On the more ambitious side, it could be a reduction in the cost of the tour. The greater the cost of the tour, the greater the discount.

Travel agencies as a whole will not be very willing to talk about reducing their commissions without some kind of promise of volume. As you cannot predict what individuals in your company will do, this may be difficult.

A new concept that we have put into practice only recently has to do with a return of commissions on specific tour programs in return for a predetermined fee for services rendered. The employee knows in advance that he will get 10% off the cost of the trip in exchange for a fee that ranges from \$20.00 per person to \$65.00 per person, depending on the complexity of the trip. The more that the trip costs, the more the client will save. The service fee that is charged stays the same regardless of the cost of the tour. Confidence is high that this concept will be well received by employee service organizations.

**H**aving travel as part of your employee service program has the potential to be exciting and rewarding from many points of view. By running a few trips, you can quickly become the focus of a lot of attention on a day to day basis. That's the up side. The down side is when everything doesn't go according to plan.

Essential to your success is a strong relationship with a smart agent and the constant reminder that your employees' dreams are in your hands. With that in mind, you can't help but do well. ☺

Joel P. Blake is the vice president/  
general manager of Paramount Travel  
Service, Inc. in Des Plaines, IL.

## Employee Assistance Program Pays Off At Western Savings

Whether the counseling service is used for family problems or job-related ones, Western Savings' management believes their Employee Assistance Program (EAP) is really paying off. The association has attributed a savings of \$772,000 to its outside counseling program in 1984 alone.

Nationally, EAP administrators estimate that troubled employees can cost an employer as much as 25 percent of their annual salaries. That figure is related to absenteeism losses due to illness or accidents, lowered productivity while at work, and increased insurance costs.

Western Savings has based their 25 percent productivity cost on an average annual salary of \$16,000. Therefore, an estimated \$4,000 is saved for each employee who utilizes the EAP, or a total of \$772,000 for 1984.

But, according to Bill Candland, Western's vice president of Human Resources, the 1984 number is very conservative. "The \$772,000 recognizes only the employees who sought help. The 80 dependents who were counseled certainly account for employee productivity savings too, but there is no way to pin a dollar amount to them."

Western hired CONTACT, Inc., a Phoenix-based counseling agency, in 1983 to provide confidential counseling to employees and their families. CONTACT has been administering Employee Assistance Programs since 1979. Employees do not pay a fee to utilize the service.

According to Dr. Ronald E. Barnes, CONTACT's owner and president, companies offer these programs so their employees can be more effective on the job.

"Western Savings is no different from any other successful company in its



*"An estimated \$4,000 is saved for each employee who utilizes the EAP."*

concern for the bottom line," says Barnes, "and an EAP makes perfect sense."

According to Barnes and other EAP administrators, when employees are

experiencing emotional stress, absenteeism goes up and industrial accidents occur more often. "Worn-out, tired people often just need someone to talk to outside of their normal social or work environment," said Barnes. "We help them get a positive perspective on the problems before they become personally destructive." Barnes added that eventually they function better in whatever their role is—wife, husband, mother, father, supervisor or employee.

The problems for which employees seek help most often concern relationships, self-image, substance abuse, work, marital difficulties and family members.

Usage by employees at Western Savings crossed all employment levels (management and nonmanagement). Usage by length of employment was evenly split: less than 1 year—25 percent; 3 to 4 years—24 percent; 5 to 7 years—23 percent. Additionally, 71 percent of all employees who utilized CONTACT's services went of their own accord.

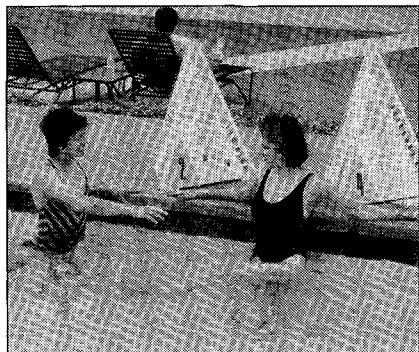
For further information on Western Savings' Employee Assistance Program, feel free to call Bill Candland at (602) 248-2513 or Charlotte Schmidt, CONTACT, Inc., at (602) 820-2328.

USERS/\$ SAVINGS	YEAR-END 1984	1Q-1984	1Q-1985
Total employees	1,268	1,231	1,512
Western Savings employees who have used CONTACT	193	36	36
\$ Savings per employee	\$772,000	\$36,000	\$36,000
Employee dependents who have used CONTACT	80	12	23
\$ Savings per dependent	UNKNOWN	UNKNOWN	UNKNOWN

Year-end figures and first quarter comparisons for Western Savings' EAP. The Phoenix, Arizona-based company estimates that they saved nearly \$800,000 in 1984 through their Employee Assistance Program.

## Aqua-Parcourse Offers Water Workout

Parcourse, Ltd. has brought its concept of self-guided exercise to the pool-side. The new Aqua-Parcourse offers a complete, balanced workout using Aquathenic water resistance exercises. Now both swimmers and nonswimmers can enjoy the benefits of a water workout which is safe, effective and fun.



Exercise in the pool with Aqua-Parcourse

The Aqua-Parcourse is a series of 12 exercises on six free-standing pyramids which are placed along the edge of the pool. When the participant is in the pool, instructions are at eye level for easy reading. When not in use, the pyramids can be stacked for convenient storage.

Now employee services managers can take advantage of the increasing interest in water-based exercise by offering employees a complete water workout that requires no direct supervision.

For more information, contact Parcourse, 443 Tehama Street, San Francisco, CA 94103, (415) 931-9444. Outside of California phone toll free at (800) 227-3323.

## Personalized Health Care Cost Containment Calendar Available for Employees

"We're giving employers another valuable resource in their fight against rising health care costs," says publisher Bernard Berkin, announcing *Your Health '86* custom calendar. Prepared by the editors and consultants of *Your Health & Fitness* magazine, the calendar is the only one to promote good

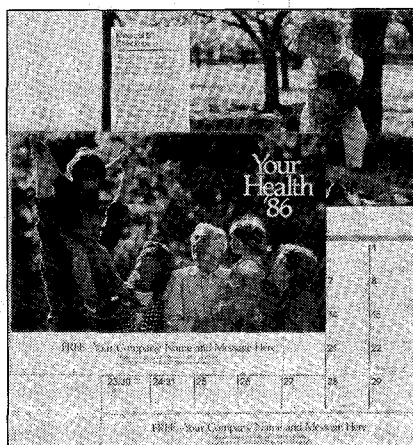
health while helping employees become better health care consumers.

Planned for use in employees' homes, *Your Health '86* custom calendar contains information on health care cost containment and wellness topics each month. A special cost containment guide provides employees and their dependents with further information on how to become wise health care shoppers and save their company money.

All calendars are personalized with the company's name, logo and cost containment message—visible all year. Purchases of 1,000 or more calendars can include a custom-designed inside back cover, which allows the company to communicate its own health care benefits news.

"*Your Health '86* custom calendar reaches employees and dependents with a cost-containment message—365 days a year," Berkin adds. "Reaching dependents is critical because family members account for more than half of a company's health care claims."

"We have carefully designed this calendar to be both attractive and practical," adds publisher Berkin. *Your Health '85* custom calendar has full-color photographs, large date squares



Promote employee health with *Your Health '86* custom calendar

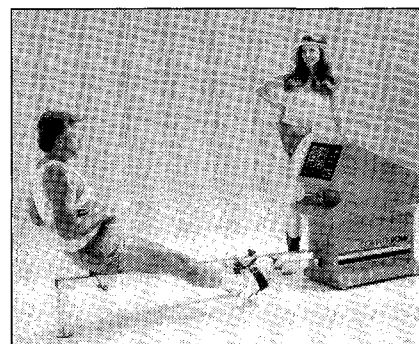
for daily planning and special health/cost containment reminders every week. Each calendar includes a directory for emergency phone numbers. Prices range from \$1.05 to \$2.80 based upon the quantity ordered. A decorative mailing envelope is included with each calendar at no additional charge.

Introduced last year, *Your Health '85* set unprecedented sales records and won a national award from the Educational Press Association of America.

For a free sample calendar and additional information, call toll-free, 800-323-5471 (in Illinois 312-432-2700), 9 to 5 Central Time; or write *Your Health '86*, 3500 Western Avenue, Highland Park, Illinois 60035.

## Universal Announces Its New ComputeRow™ Rowing Machine

The ComputeRow™ from Universal Gym Equipment, Inc. is the only computerized rowing machine on the mar-



Universal's ComputeRow™

ket today which provides two different types of resistance workouts—aerobic and strength. The Aerobic Conditioning Workout is similar to rowing a sleek Olympic racing scull, while the Strength Conditioning Workout can be compared to rowing a heavy flat-bottom boat. At the highest level of resistance, the Strength workout is three times harder than the Aerobic workout.

Variables which must be adjusted prior to use include Time; Distance; Stroke Resistance which ranges from a low of 1 to a high of 9; and Stroke Cadence (number of strokes per minute) which helps to keep the user's rowing pace rhythmic. ComputeRow's control panel can display stroke power (amount of work done) and caloric expenditure.

For a free, full-color brochure, contact: Universal Gym Equipment, Inc., P.O. Box 1270, Cedar Rapids, Iowa 52406, 319/365-7561 or toll free 800-553-7901.

The NESRA

# NETWORK

**Associated Industrial Recreation Council/Burbank, California.** Meets the third Wednesday of the month. Contact Carol Unch—(818) 843-2858 or (818) 989-5770.

**Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia.** Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/Cleveland, Ohio.** Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(216) 696-2222.

**Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-4267.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 489-5830.

**Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa.** Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/Washington, D.C.** Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/Oakland, California.** Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the second Wednesday of the month. Contact Ralph Puente—(512) 271-1100.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Susan Scanlan—(619) 280-0356.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Kelley L. Rexroad—(301) 622-4400.

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## CONFERENCES & EXHIBITS

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**The 1986 NESRA Conference and Exhibit** will be held May 14-18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

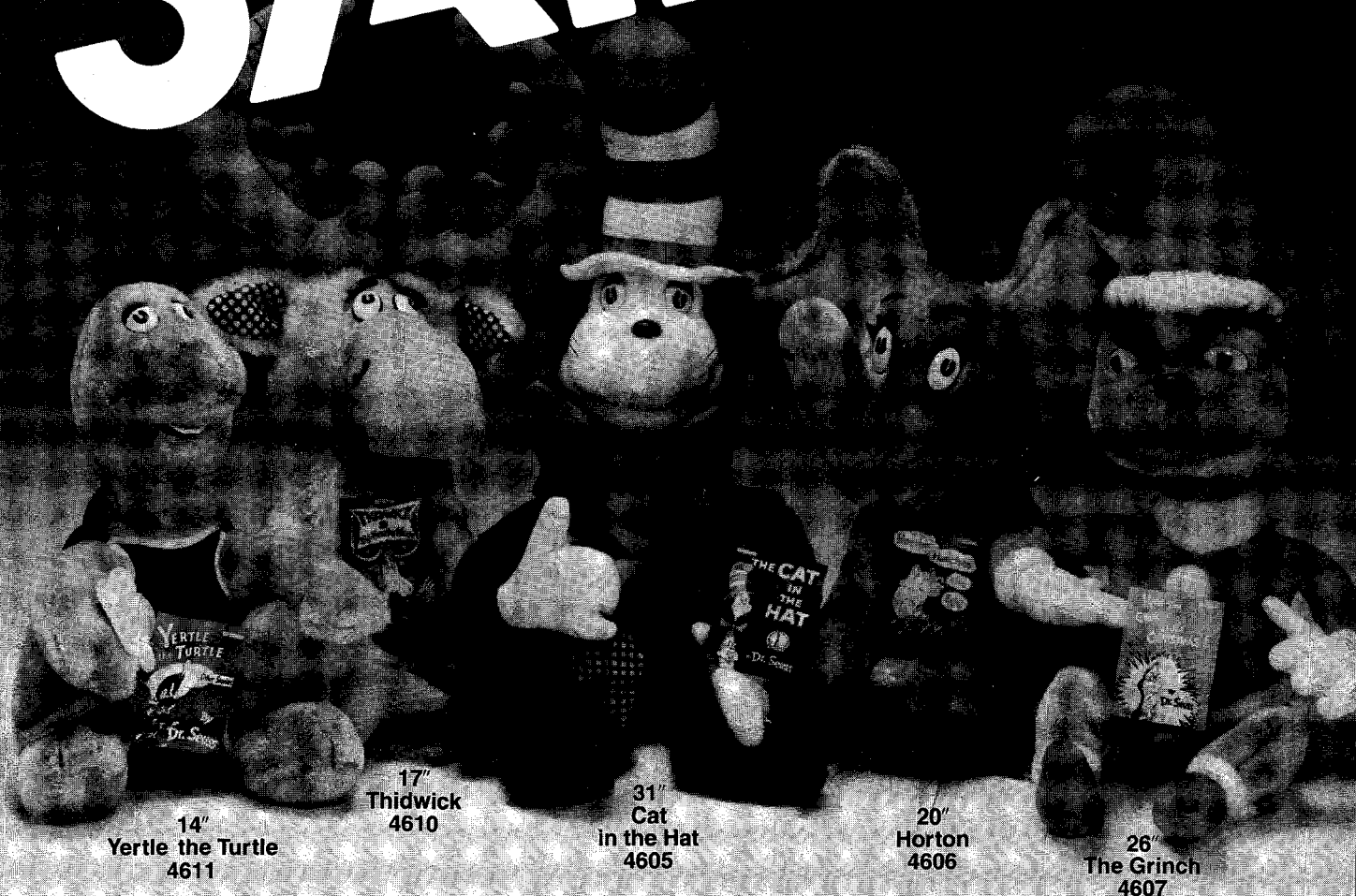
**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Thunderbird Motel and Convention Center, Minneapolis, MN.



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Use this program to aid employee benefits!

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# Employee Services Management

JOURNAL OF EMPLOYEE RECREATION

HEALTH AND EDUCATION

OCTOBER 1985



## Modifying Your Sports Program To Fit A Changing Workforce

# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.



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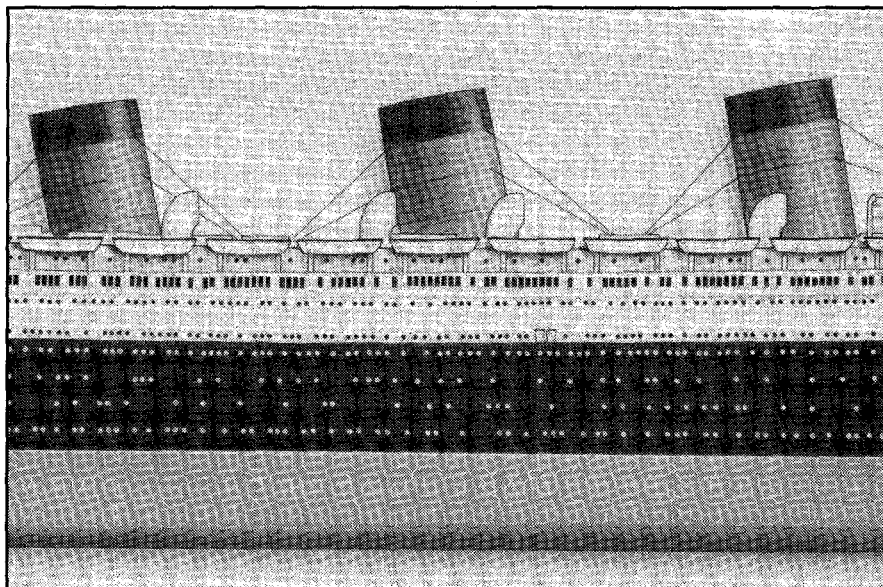
# NESRA.

**Because employees  
are a company's  
most valuable asset.**

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.



# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 8

## In this issue . . .

Statistics indicate that the workforce is made up of increasing numbers of women, women with children, divorced and single individuals, older people and individuals unprepared to meet new technical demands.

Author Keith Roy claims this knowledge should prove very useful to employee services managers. Roy points out that being aware of change can provide a reason for making adjustments, eliminating non-cost-effective programs and branching out in new directions. Our cover story, "Modifying Your Sports Program to Fit the Changing Workforce," begins on page 19.



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## Study Links Food, Mood

Food apparently can affect mood in certain people, possibly through immune system changes that are not yet well understood, researchers at the University of Chicago Medical Center report in a new study.

The study, presented at the recent International College of Psychosomatic Medicine meeting in Chicago, involved 35 volunteers—23 psychiatric patients with a history of food reaction complaints and 12 normal subjects with no such history.

The results suggest that certain people do show behavioral reactions to foods, reactions that are associated with abnormalities in certain components of their immune systems, said John Crayton, MD, associate professor of psychiatry and study director.

"We're not talking here about what might be called 'traditional' food allergies, such as breaking out in hives or a rash after eating certain foods, but marked changes in mood and behavior," he said.

"Such a link has long been theorized but it has seldom been studied and almost never shown. We wanted to know if this could be demonstrated under strictly controlled conditions and to explore the mechanisms that might be at play."

"Our findings support the concept that some peculiarly sensitive individuals respond to certain foods with disruptions in behavioral functioning, and that people in this group may share certain characteristic immunological abnormalities," Crayton added.

Such individuals might have a metabolic defect or some food-triggered immune system problem, he said. The exact mechanism involved is unknown, although one theory proposes that immune complexes formed during antigen-antibody reactions might produce local inflammation in the brain. The outcome could be changes in brain function, leading to mood disorders, he said.

It's not known just how many people might have mood problems related to foods, Crayton said. He also cautioned that it is too early to generalize about cause-and-effect relationships between particular foods and behavioral problems.

However, he said, the study is an important first step in understanding the food-mood mystery because it is one of the few to study the possible link under controlled conditions with an eye toward both behavioral and physiological abnormalities.

## Power Lunch?? Try Breakfast

Despite talk of the power lunch, breakfast is the meal with real power potential for workday efficiency, says Michigan State University nutritionist Jenny Bond.

"Breakfast energizes and helps alleviate midafternoon letdown," she says. "The meal can be nontraditional for those who abhor the eggs or cereal routine." For more on breakfast power, contact Dr. Bond at (517) 355-1756.

## Fitness in the Office: Neck-Down Exercising Produces Neck-Up Results

A fast-growing number of companies—more than 50,000 at recent count—have established fitness programs for employees and are finding they pay off, reports *Nation's Business*.

Corporate desire to keep health care costs down is a major reason why corporate fitness programs are growing, said Marcia Fein, fitness manager for PepsiCo, Inc.

William B. Baun, manager of health and fitness at Tenneco, Inc., reports that studies show the average health care claim for nonexercising employees is approximately double that of those who exercise regularly.

Scott Smith, executive vice president at Mannington Mills, testifies to the virtues of corporate fitness. "Using the center makes me feel better," Smith said. "It wakes me up and gets me going, particularly in the afternoon when you tend to slow down. It improves my job performance tremendously."

Patricia Chicoine, a lawyer with Conoco, Inc., seconds that opinion. Exercise, she says, "makes me tune in better to what is going on around me. I think that alone makes me a better employee."

## Educational Level of U.S. Work Force Up Sharply Over Decade

Workers with more schooling have significantly changed the educational profile of the Nation's labor force over the past decade. The Bureau of Labor Statistics reports that 25 percent of the labor force 25 to 64 years of age is now made up of college graduates. The comparable proportion 10 years ago was 18 percent. In addition, another 19 percent of the labor force had completed 1 to 3 years of college, compared with 14 percent in 1975. (See table 1.)

While the proportion of labor force participants with some formal schooling beyond high school increased in each broad age group over the decade, the largest gains occurred among persons 35 to 44 years, the group containing the leading edge of the postwar baby-boom generation.

Male participants generally have a higher proportion with at least some college than women. However, the proportion of women aged 25 to 34 in the labor force who have attended college had actually surpassed that for men by 1985. This gain was accompanied by an explosive increase in the labor force participation rate of women in these ages over the decade—from 69 to 83 percent for college graduates and from 58 to 76 percent for those who had completed 1 to 3 years of college.

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The NESRA Education and Research Foundation stands ready to arm the employee services and recreation professional with the kind of bottom-line data that their bosses understand.

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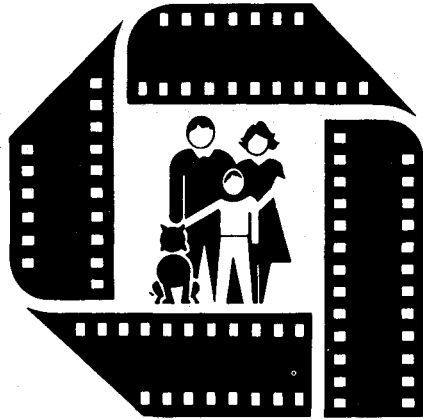
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## More Geriatric Specialists Needed

Although 31% of all U.S. health care expenses are for the treatment of persons over age 65, the American Medical Association reports that only 714 doctors are primarily geriatric specialists. That's one for every 38,350 Americans over 65.

Many physicians try to stay informed on developments in geriatric medicine, but it's not easy: 70% of Medicare-reimbursed doctors in Pennsylvania failed a recent geriatric pharmacology test, according to the Senate Special Committee on Aging. The situation should improve, however, as more medical schools make geriatrics a required part of their curriculum instead of an elective.

## Most Frequently Performed Operations

As in almost everything, fashions and trends in surgery change. From the pages of the *Socio-Economic Factbook for Surgery 1985*, published a few months ago by the American College of Surgeons, it is interesting to note that the removal of tonsils and adenoids was the fourth most frequently performed operation in this country in 1975, and the removal of a breast ranked ninth.

As of 1982 (the latest year for which such statistics have been compiled), the following were the most frequent operative procedures for patients discharged from short-stay hospitals:

- 1) Biopsy (the removal of tissue from a living subject for diagnostic purposes)
- 2) Dilation and curettage (the expan-

sion and cleaning of the womb) for diagnostic purposes

- 3) Cesarean section (the operation by which a fetus is taken from the uterus by cutting through the walls of the abdomen)
- 4) Excision of lesion of skin or tissue
- 5) Hysterectomy (removal of the uterus)
- 6) Bilateral destruction or occlusion of fallopian tubes
- 7) Extraction of lens (removal of a cataract)
- 8) Repair of inguinal hernia
- 9) Oophorectomy and salpingo-oophorectomy (removal of ovaries and fallopian tubes)

## Study Shows Employee Morale Low

When questioned about their com-

**A**

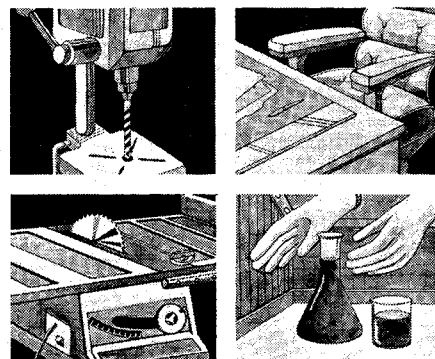
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## Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

Because they keep us sitting on the job — with no exercise — no chance to keep physically fit. So our bodies grow soft. We are more susceptible to disease. And industry loses billions in lowered productivity, chronic fatigue, absenteeism, early retirement.

Your company probably can't do away with the desk and chair. But, like over 400 other companies in America, it can provide direction and opportunity for employee fitness. A room for calisthenics, an area for running or jogging, bicycle racks and showers.

For more information about a fitness program for your company write:  
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**President's Council  
on Physical Fitness  
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## NEWS IN BRIEF

panies, 20 percent of surveyed workers said they were somewhat or very dissatisfied with their salary, according to the Equitable Life Assurance Society.

Other findings show that 19 percent of workers are dissatisfied with their health plan, while 17 percent have gripes about their benefits and 12 percent are dissatisfied with their job.

### Indoor Pollution Causes Concern

Office air pollution may become one of management's top concerns in the future, recent studies suggest.

Air-quality problems can result from airtight building design and poor ventilation, according to James E. Woods, a senior staff specialist for the corporate physical sciences center of Honeywell, Inc., Minneapolis, Minnesota.

Possible solutions include improving air distribution, maintaining an of-

fice temperature that doesn't fluctuate severely, and installing air-cleaning devices.

### Swissair Joins NESRA

Swissair, winner of many industry awards for service, punctuality, passenger handling and aircraft maintenance, has become a member of NESRA. Mr. Thomas Macari, Product Development Manager, North America, has been appointed NESRA representative.

Swissair, with over 50 years experience serving the traveling public, enjoys a network which encompasses some 99 cities in 67 countries and a fleet of the latest, up-to-date aircraft including the Boeing 747-300, DC-10, Airbus and the DC-9 Super 80.

In recent years, Swissair has ex-

panded its horizons to include hotels and related services and is equipped with computer reservation systems which can confirm flights, hotel reservations, car rentals and even cargo space in a matter of seconds.

For the NESRA member, Swissair can provide group travel arrangements, organize conferences, symposiums, tournaments and incentive programs at locations as well-known as Geneva or as exotic as Abu Dhabi.

With 15 district offices in the U.S., alone, daily flights from New York, Boston, Chicago, Montreal and Toronto, a background in corporate and incentive travel with many major business and industry leaders, the airline offers a distinct advantage for the NESRA member.

Further information and assistance in planning company and individual business travel can be obtained by contacting your nearest Swissair office.



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# Further Evidence: Employee Recreation and Increased Performance

By Craig Finney, Ph.D.

**H**istorically, employee services and recreation managers have had to rely on subjective feelings and/or opinions to justify the organizational benefits of their programs. The contention made was that participation in employee services and recreation programs reduced absenteeism by improving general health and job satisfaction, reduced turnover rate by improving job satisfaction and morale, and increased job performance by reducing stress levels and increasing oxygenation levels in the body. Subsequently, organizations were expected to experience increased productivity and profits.

There is now a growing body of knowledge that lends support to the notions outlined above (Finney, 1984; Hoffman & Hobson, 1984). Specifically, some of the literature addresses the relationship between recreation/play, stress, and increased task performance.

Glass & Singer (1972) have found

that a significant component in the work environment directly affecting stress levels is the loss of perceived control. Individuals perceiving the loss of internal control experience a significant increase in their stress level and a subsequent decrease in their task performance.

It has been theorized (Finney, 1979, 1981, 1984) that play can be utilized as a therapeutic mechanism to reduce the expected post-stress task performance decrement described by Glass & Singer. Play itself is defined as an autocratic behavior having three characteristics: 1) intrinsic motivation; 2) suspension of reality; and 3) internal locus of control (Levy, 1978), a component that Glass & Singer also identified in their work.

A study reported earlier (Finney, 1984) identified that individuals who engage in a play experience after a stressful work task perform significantly better on a second stressful task than those who did not engage in play. This investigation further explored the impact of the degree of perceived control during play on the therapeutic value

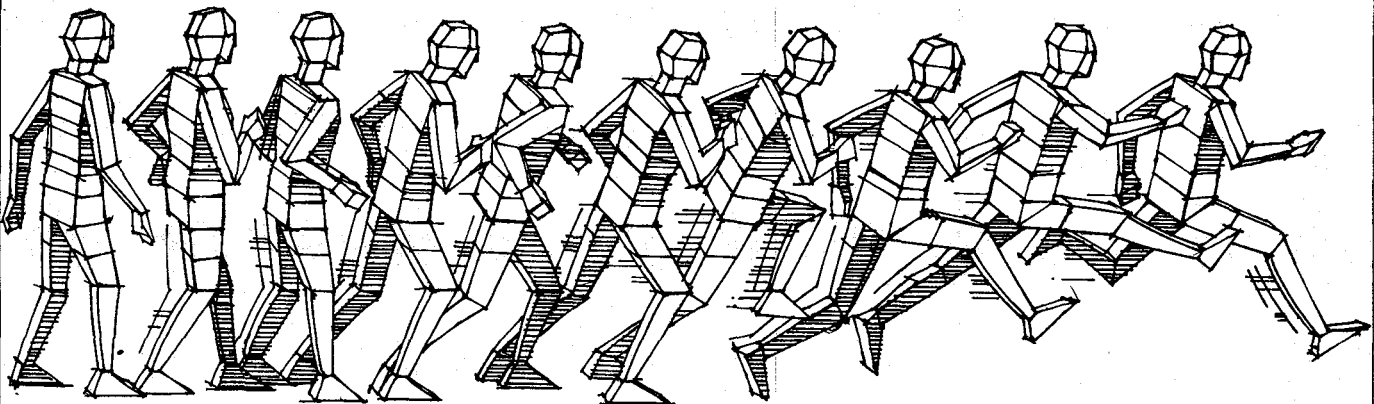
of play in reducing stress levels, thereby increasing post-stress task performance.

## The Study

A second study by this author being reported here replicated the earlier study outlined above. The study investigated the premise that following a stressful work episode, a short period of play provides adequate therapy to alleviate the expected decrease in post-stress task performance. Furthermore, it was hypothesized that perceived control was the significant variable in play responsible for the therapeutic effect of play.

To test these hypotheses, an experiment was conducted at Lockheed Aircraft Company, Burbank, California. Eighty (80) employees from Lockheed Aircraft Company were randomly assigned to one of four groups; three (3) experimental conditions and one (1) control condition.

Workers first completed a stress survey (Spielberger, 1978) used to determine "baseline stress levels." Workers then performed mathematical word



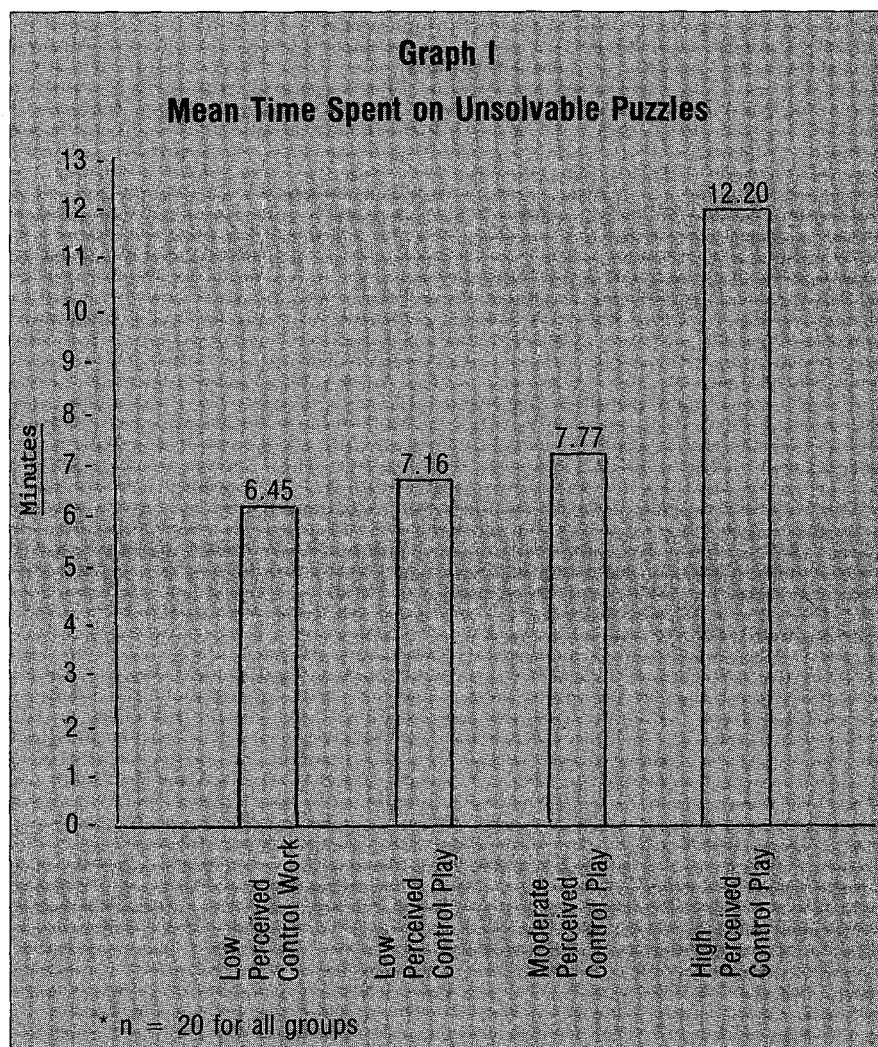
problems, a task much like that in their everyday work situation. While performing the task, a stressor (telephones ringing, people talking, typewriters typing, and background music playing) was introduced. The volume and frequency of the stressor was controlled by the investigator, thereby reducing the degree and level of perceived control experienced by the workers while performing their work task.

After completing the task with background noise bursts, the four groups of workers completed a second stress survey designed to measure their post-task stress level. Workers were then given a short opportunity to play. This play experience differentiated among the groups only in the amount of control each group exercised over what they did in the play situation. Each group of workers was given specific instructions establishing the degree of control experienced while playing or manipulating building materials (Tinker Toys).

Workers in the High Perceived Control Play Group (HPCP) were instructed to utilize the building materials in any fashion they wished; the Moderate Perceived Control Play Group (MPCP) workers were instructed to duplicate as many of one or both of the space ship samples provided; and the workers in the Low Perceived Control Play Group (LPCP) were instructed to duplicate space ships with their building materials exactly like the sample provided them. The Low Perceived Control Work Group (LPCW) (control condition) manipulated the same building materials, but from a task perspective. Workers in this group were instructed to clean up and organize a box of 1,000 pieces of building materials following instructions and procedures provided them.

After the play experience, all workers were given a final task of solving four puzzles. Two of the puzzles were unsolvable. The time spent attempting to solve the unsolvable puzzles provided the measure of post-stress task performance.

The data in Graph 1 shows a statistically significant difference ( $p .005$ ) between the HPCP Group and the other three groups: LPCW, LPCP, and MPCP. The data supports the hypothesis that perceived control in play is



responsible for the therapeutic effect of play. The data further supports the hypothesis that play, interspersed between two stressful work tasks, alleviates the expected post-stress task performance decrement.

There is no statistical difference in persistence on the unsolvable puzzles between the LPCW, LPCP, and MPCP Groups. This suggests that simply "playing" or manipulating play objects is not sufficient in providing alleviation from stress; rather, what is necessary as described by Levy (1978) is high degrees of internal locus of control during play to provide the therapeutic value.

It is interesting to note here that "working" with play objects provides just as much benefit in reducing stress as experiencing a moderate or low degree of control while "playing" with play objects. Indeed, a typical response from the workers in the LPCW, LPCP and MPCP groups was that they "felt" they experienced a low to moderate de-

gree of control while manipulating the building materials. Further, they reported feeling they experienced an equal amount of control while working on the work-task and listening to the stressor (noise bursts).

The response was quite different from the workers in the HPCP Group. When asked which experience (the work task or the building materials) they felt afforded them more control, all reported that the building materials experience provided a greater degree of control. Workers in this Group reported experiencing moderate to high degree of control over the play situation.

The few workers in the HPCP Group who reported a moderate degree of control during the play experience provided some interesting insight as to why they felt the way they did. One worker remarked, "I just wanted to throw the building materials all over the office, but I did not think that would be appropriate." Here we can see the impact of social/cultural influences on play be-

# FURTHER EVIDENCE

havior, providing restrictions that can impede the value of the play experience for many people.

The notion of social/cultural influences on play in our society has been reported previously, and has been a consistent variable in the investigations undertaken by this author (Finney, 1979, 1982, 1984; Kerr, 1962; Leonard, 1975).

The data then supports the notion that play does indeed provide therapeutic value in reducing stress levels while alleviating the expected post-stress performance decrement. The data further supports the contention that play's value is dependent on the individual experiencing a high degree of internal locus of control. A low or moderate degree of control while "playing" provides little therapeutic value in reducing stress levels or affecting the post-stress performance decrement.

The data also provides a clear understanding of the potential strategy for organizational policy-makers to provide employees with a play/recreation experience that, in effect, would increase task performance due to lower stress levels while at the same time enhance the quality of work life for the employees. The data reported here, along with those presented by other investigators (Glass & Singer; Finney), indicates that individuals' stress levels will increase when they experience a loss in their perceived control, resulting in a decrease in the post-stress task performance.

Therefore, the data provides employee services and recreation managers with a quantifiable justification regarding the organizational benefits of participation in employee services and recreation programs. The data clearly indicates the direct relationship between play, stress, and task performance.

Since most work situations provide little internal locus of control for employees, high levels of stress are expected, resulting in lower task performance. However, providing workers with the opportunity to play/recreate

enhances the opportunity to regain the perception of control, thereby lowering stress levels. Subsequently, work-task performance will rise significantly.

The study's findings further provide a significant message to employee services managers. Voluntary participation in play/recreation activities is highly desirable; for it provides the participant with the *necessary* variable—internal locus of control.

**Voluntary participation in play/recreation activities is highly desirable; for it provides the participant with the necessary variable—internal focus of control.**

Managers of employee services and recreation programs can address the issue of perceived participative control by providing alternatives that will furnish participants with activities they perceive as supplying high levels of control. Furthermore, voluntary participation in these activities and experiences is vital.

Given this study, the following recommendations seem warranted:

- Short periods of play for employees can therapeutically reduce the expected post-stress performance decrement caused by stressful work situations.
- Perceived control by employees directly impacts the degree of effectiveness that play has in lowering the post-stress performance decrement.
- Adults will play/recreate when provided the opportunity and encouragement to do so.

**E**mployee recreation should be a part of *all* work settings and

situations. Regardless of the size of the work environment, large or small, providing play/recreation experiences profits all concerned. Management receives high levels of task performance from the employees, while workers experience greater quality of work life.

Indeed, the justification for employee recreation/service is clear: Employee services and recreation programs are an effective way to attain the needs of all individuals involved in the modern-day work place.

Craig Finney, Ph.D., is an associate professor of recreation and leisure studies at California State University, Northridge, and member of Employee Services Management's Editorial Advisory Board.

This research was supported in part by the California State University Northridge Research Foundation and the National Employee Services and Recreation Research Foundation. Data collection efforts were assisted in part by Research Assistants: Lisa Marie Welker, Donna Plummer, and Brenda Pino. Research facilities and subject availability were facilitated by Mr. Robert Pin-droh and the Lockheed Employee Recreation Center.

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# How To Tap Into Your Local Park District

By David F. Phillips

**A**ll too frequently, we who work as parks and recreation professionals for special-purpose Park Districts or Parks and Recreation Departments of cities or villages will differentiate between those of our taxpayers that will be served (residential), and those of our taxpayers that won't be served (employee) with a full range of leisure services.

We encourage the development of a strong tax base, built upon the pocketbooks of for-profit businesses, in order to help underwrite the cost of providing services to our "residents" (aka voting taxpayers). We buy, develop and maintain land for neighborhood tot lots,

neighborhood parks, community-wide parks and special use parks. We build new, or buy and reconvert schools closed due to declining enrollments as community recreation centers. We build or purchase special facilities like golf courses, tennis/racquet sports centers, indoor and outdoor pools and indoor ice arenas. We offer an extensive supply of varied services for infants through senior citizens.

Yet our scope of program services aimed primarily at employees and their families is historically non-existent, or extremely limited. While this may have been prevalent in prior years, I do see this pattern gradually changing.

## Who is a Resident?

Our emphasis is on providing the

highest quality and broadest spectrum of leisure services affordable to our residents, yet all too often our definition of resident is limited to someone that lives within the borders of our community. This frequently does not include employees of local businesses, at least in the metropolitan areas. All too often, an employee is not viewed as a resident by local government officials.

Your firm or business that pays local property taxes typically will receive high quality police, fire, sewer/water and other base services from your city or village. Are parks and recreation services for employees of your firm a base service commitment by the unit of local government vested with that responsibility, or are taxes paid to support your local parks and recreation agency viewed as one of those taxes which



# PARKS

may be viewed as being of more indirect (and less direct) value to your business?

As a taxpayer, your business has the right, if not the obligation, to demand that your employees be viewed as equals to the individuals and families that live in your community in the development and distribution of leisure services, just as you expect equal services in police and fire services.

## Competition for Limited Properties and Facilities

Occasionally, people who see industrial leagues competing for space and time with youth and adults that live in the community take the attitude that, "That's OK as long as there are enough properties and facilities to meet our needs, but when demand exceeds supply, the industrial employee leagues should be the first to be restricted."

In my own community, our elected officials and staff are meeting with volunteer citizens to assess our need for expanded development of our properties and additional facilities. Discussion during a recent meeting turned to the programmatic scheduling balance between industrial and residential leagues which our agency seeks to maintain at our athletic fields, with initial resistance to industrial leagues by several residents who recognized that limited properties and facilities forced decisions on limiting the number of teams and the number of leagues of voting taxpayers.

These are the type of "no win" situations I am sure you in the private sector face as often as we do in the public sector, when the demand for service exceeds the supply of resources necessary to enable the service to be provided.

## What is the Demand for Employee Services and Recreation?

It was not too many years ago that when I talked with the business leaders

of our community about employee recreation opportunities, their first words were "workers' compensation."

Management resistance to employee services still exists in many businesses, but more enlightened (I like to think) managers are seeing the positive results of employee services and recreation on the labor force and are now encouraging (versus discouraging) employee involvement. NESRA has been a major force in affecting this change and overcoming these types of obstacles.

Local government typically seeks to meet existing demand for services prior to seeking to create new demand. When we receive management resistance to initiatives to offer or expand employee services, we most often will move to other target markets where resistance does not exist and where our efforts may be more fruitful.

Now that management resistance to employee recreation is subsiding, more and more local parks and recreation agencies are offering at least the traditional menu of sports leagues in *your* public facilities and on *your* public properties. Unless we are contacted and a desire/demand for expanded employee services is expressed, they will be overlooked in favor of expanded "residential" services.

## What Should Be the Relationship Between Private Sector Employee Services Professionals and Public Sector Parks and Recreation Professionals?

While some of us may have had our roots in the same parks and recreation or leisure studies classrooms, many NESRA members have education backgrounds in varied business schools. Even though our educational backgrounds may vary, our job responsibilities are very similar in certain areas.

The staffs of our recreation or leisure service departments are, like you, responsible for the full programmatic continuum from the initial stage of assessing the demand for services to the various stages of developing, scheduling, promoting, supervising and ul-

timately evaluating our programs, activities, trips and special events.

While we each have our respective peer networks of contacts, unfortunately, they are not usually broad enough to include our counterparts in private sector (employee services and recreation managers), or, from your perspective, these networks are not broad enough to include public sector (recreation programmers and administrators) contacts.

While we should be communicating and coordinating the delivery of services, we frequently are not even aware of each other.

## How Can We, As Public and Private Sector Professionals, Develop a Stronger and More Effective Working Relationship?

While we can look to our respective area, state, regional and national associations to provide support to the concept of cooperation between public and private sector professionals, it would appear that the true ability to affect change rests with us finding each other on the local level.

Have you ever called your local parks and recreation agency and met to exchange information? While many companies and many local parks and recreation agencies have a well-developed line of communication between each other, the overall percentage of those that do, to those that could and should, is sorely lacking. If we don't know you exist, we can't call you.

## How Can Park and Recreation Agencies Help You Provide Quality Employee Services and Recreation Opportunities?

**1. Coordination of Employee Services for Multiple Businesses.** The vast majority of businesses don't have enough employees to form athletic leagues. We can help coordinate and organize leagues so that your employees can form teams to play against other



companies. The same holds true for classes and other services where multiple employers may be needed to encompass a larger number of employees with special interests.

**2. Convenient Scheduling of Public Facilities and Programs For Your Employees' Use.** Public facilities like community centers and pools can be scheduled to be open past the normal closing time if sufficient demand exists. Conveniently scheduled classes and activities of interest to your employees can be held at your site, at a nearby business, or at neighborhood schools or recreation centers.

**3. Obtaining, Developing and Maintaining Property If Sufficient Demand From Multiple Businesses Exist.** Local park and recreation agencies can lease or acquire undeveloped open space in an industrial area and develop a true "industrial park," where employee sports teams can participate close to their work site should sufficient demand exist.

**4. Skilled Instructors.** Skilled instructors of most leisure education opportunities are known to, and used by, your local parks and recreation agency. If you need an instructor, try calling your Park District or Parks and Recreation Department.

**5. Purchasing In Quantity.** Most units of local government have various bulk or joint purchasing programs with which we are actively involved. We can oftentimes help you set up your own, or you can participate with us in purchasing quantities of materials and supplies where quantity unit price discounts are available.

**6. Vendor Files.** Local government, by its nature, is bound to accept the "lowest and most responsible" bid for materials and supplies. We have extensive files of products and the vendors that supply those products. If you are searching for where to get the best quality product for the lowest price, perhaps your local parks and recreation agency can be of help.

**7. Program Expertise/Specialists.** Many of our Leisure Service Department program personnel frequently work in very narrow program areas (as op-

posed to broad general categories). If you seek specialized assistance in dance, arts, athletics, fitness, aquatics, adult programming, special events and trips, theatre, etc., call and see if we can lend a hand or refer you to someone we know with the expertise you seek. If you seek advice on program budgeting, promotions, evaluations, scheduling, registration, etc., perhaps we can be of assistance.

**8. Community Employee Recreation Advisory Councils.** If your community does not have an employee recreation Advisory Council that works with your local parks and recreation agency and other service providers in the development and distribution of services, be the initiator and offer to help organize this council.

As a public sector professional, I find membership in NESRA to be extremely valuable. On the same hand, I believe that your membership in your state's park and recreation association would be extremely valuable to you. By establishing and nurturing public sector-private sector networks of professionals, we can gain a fuller understanding of each other and the resources we each have available.

If we public sector professionals can better understand you as employee services and recreation professionals and gain a better perspective of the services you offer, we can better understand how we can be of assistance to you and how you can be of assistance to us.

### **Do We Compete or Coordinate to Serve Your Employees?**

Perhaps if we don't communicate well, we *do* compete with similar services for your employees. As professionals, both public and private sector managers recognize that we would waste our all too limited time and resources competing. We must embrace the fact that coordination of services should be our objective.

This cannot happen, however, unless we establish communication networks locally to ensure that the question of "Who serves which target markets with what services?" is ad-

ressed and resolved.

The delivery of local leisure services can be allocated in a non-competitive manner or even co-sponsored through advance communication and a commitment to cooperation.

### **How Can You Help Public Sector Professionals?**

The best spokesmen for the availability of and need for employee services and recreation are your employees and your management. From their respective viewpoints, they can provide testimony to their peers of the benefits derived from the services made available. This could create upward and downward pressure within other companies to offer similar services.

You can be the catalyst that ignites other local businesses to either offer or support the offering of leisure services for their employees. If you help other local companies become as committed as your company to employee services and recreation, you could create a demand that encourages your local parks and recreation agency to become proactive in initiating leisure services for the employees of all community businesses.

This investment of your time could have direct as well as indirect benefits to your company, as accelerated demand for services would enable an expanded menu of services to be developed by your local parks and recreation agency, which in turn would be made available to your employees.

### **Cooperation Must Be Emphasized**

While society's view of leisure is changing (leisure activities are no longer being universally viewed as a Pavlovian reward for being work productive), the message to company Chief Executive Officers that the company will benefit from offering and supporting quality employee service and recreation opportunities must continue to be preached. By working together with

# PARKS

your local parks and recreation agency and combining resources, we can gain new supporters and overcome or at least minimize resistance to these valuable services.

By cooperating with your local parks and recreation agency, you can broaden the scope of your on-site and off-site services while taking advantage of the properties, facilities and personnel available through your local parks and recreation agency.

## A Challenge

I encourage you to send to NESRA specific examples of how you and your local parks and recreation agency have successfully cooperated to benefit your employees. NESRA can compile and tabulate this information and share it with you. Your success stories can be of assistance to your peers.

At the same time, this research of various success stories can also be cir-

culated through our public sector channels help enlighten the public sector professionals of new service opportunities available to them.

By sharing our successes a stronger and more comprehensive series of services can be built through our mutual commitment to employee services and recreation.

**W**hile I feel that local parks and recreation agencies have not had a strong commitment to employee recreation, I perceive that this is changing. Isolated agencies are taking the initiative, and a momentum is being built. Within the next decade, I'm sure we will find public sector services to employees the norm, and not the exception.

Employee services and recreation in many communities throughout our nation is a relatively untapped market. By working together, and by helping each

other, we can better serve your employees.

We as public sector parks and recreation professionals exist to serve employees of businesses that are located in our community, as well as those individuals and families that live in our community.

We strive to help make our communities the best possible place in which to work, to live, and yes, to play.

If your local parks and recreation agency is not yet a full partner, with a deep commitment to employee services and recreation, it should be. You can help accelerate this continuing evolution by accepting that you must be not only an internal, but also an external activist and spokesman for quality employee services and recreation opportunities.

*David F. Phillips is the park district manager for the Wheeling Park District in Wheeling, IL.*

## Consult Local Parks Dept. About Corporate Program Planning

Some of you may already be taking advantage of the Parks & Recreation Department in your area, but for the most part, this is an untapped resource for corporate programs.

The City of Dallas, for example, has recently opened a 24-hour recreation center. They plan to recruit companies who operate night shifts and offer those employees late night and early morning activities. These activities include the already-popular midnight aerobics classes, a midnight to dawn volleyball tournament, soccer tournaments and softball leagues.

The Center will soon start luncheon seminars, with the theme "Quality of Life." Stress management, healthy back seminars and more will be addressed and promoted through local companies. What a great opportunity for com-

panies to offer their employees a variety of programs at no cost. So, both parties benefit—for the company, they can offer programs without having to do the planning, getting space, etc.; and for the recreation center, it gets new people into the center and is good overall exposure.

How about contacting your local recreation center about renting a room for your next club meeting, board meeting, or other meetings you may have? It's a great, relaxing atmosphere and gives you a chance to get away from the office. While you're there, why not pick up the center's brochures and flyers and share them with your employees?!

Frito Lay held a Productivity Conference last spring with a teamwork theme. They contracted with a local park for use of their softball field and

center and took the conference attendees through an all-day "fun" competition. This is an outstanding example of using the parks to help you fulfill your plans.

The City Parks and Recreation Departments are an untapped resource—and one worth contacting. Why not call your local recreation center and ask them about their programs. Do they have a schedule you can post? What are the restrictions for signing up a softball, volleyball or basketball team in their leagues? The possibilities are endless. You can also contact them to suggest some programs you feel your employees would have an interest in. If they're not offering it, chances are they'd be more willing to try it!

Source: *MRC Grapevine*

# Modifying Your Sports Program



## To Fit A Changing Workforce

By Keith Roys, Ph.D.

**T**he recent movie *Back to the Future* suggests it is possible to alter the present by going back in time and effecting a change in history. As far as we know this is not possible. However, by looking at what we know of the past, we can more effectively influence the future.

Recreation opportunities for employees and their families must be reviewed on a continuing basis to improve the future. Life is not stationary; it is constantly in a state of change. Being aware of change can help account for varying degrees of participation in employee programs, and it can also provide a reason for making adjustments, eliminating non-cost-effective programs and branching out into new directions.

Workforce statistics can provide some guidance. For example, conditions indicate that the workforce will become composed of more women, more women with children, more divorced and single individuals, more older people and more individuals unprepared to

meet new technical demands. Knowledge of this should be very helpful to the employee services manager in program planning. The more information gathered, the easier it is to make good decisions.

There are more women than ever in the workforce today. In 1970 there were 31.5 million women employed; by 1983 there were 48.5 million, an increase of 17 million. Convert these figures to percentages and you find 43.3 percent of the female population was working in 1970. By 1983 this number jumped to 53.6 percent.

But this in itself does not tell the whole story. Not only is the female workforce increasing in number, it is also getting younger. In 1970 the age group with the largest number of women working was composed of those between 45 and 54 years of age (20.7 percent). In 1983 this same age group represented only 14.6 percent of the female workingforce, while the 23-24 age group leaped to 28.4 percent.

The percent of women with spouse present and a child under 6 increased from 30.3 percent in 1970 to 45.1 per-

cent in 1980, according to the 1985 Statistical Abstract of the United States. In only 3 more years (1983), it increased another 5 percent to 49.9 percent. In other words, almost half of the married women with spouse and young children present are employed. This should suggest employee services that could be provided, if not already available, that would give this segment of the population a better chance for leisure.

of the population a better change for leisure.

A recent study by the Center for Social Work Research at the University of Texas at Austin reported that in Texas the percentage of working married couples increased from 1960 and 1975, then leveled off. It is projected this plateau will continue until 1990, and the Bureau of Census seems to support this pattern.

The number of single (never married) females has increased from 6,613,000 in 1970 to 10,996,000 in 1983, and the widowed, divorced and separated women employed increased from 5,550,000 in 1970 to 8,447,000

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TABLE I  
Labor Force Statistics  
by age/sex  
by percent

Year & Sex	Age Percent Distribution						
	16-19	20-24	25-34	35-44	45-54	55-64	65 & over
1970 TOTAL	8.8	12.8	20.6	19.9	20.5	13.6	3.9
Male	7.8	11.2	22.1	20.4	20.3	13.9	4.2
Female	10.3	15.5	18.1	18.9	20.7	13.2	3.3
1975 TOTAL	9.5	14.7	24.4	18.0	18.2	12.1	3.2
Male	8.5	13.4	25.2	18.5	18.5	12.5	3.4
Female	10.8	16.5	23.1	17.4	17.8	11.5	2.8
1980 TOTAL	8.8	14.9	27.3	19.1	15.8	11.2	2.9
Male	8.1	14.0	27.6	19.3	16.1	11.8	3.1
Female	9.6	16.1	26.9	19.0	15.4	10.4	2.6
1983 TOTAL	7.3	14.4	28.5	21.2	15.1	10.8	2.7
Male	6.8	13.6	28.6	21.3	15.5	11.3	2.9
Female	8.0	15.4	28.4	21.1	14.6	10.0	2.5

in 1983. Undeniably there are more women in every category.

How much effort is being made to offer a spectrum of recreational opportunities for the women in the workforce? The answer to this question varies from company to company and the many conditions faced. At MacDonnell Douglas Aircraft in St. Louis, Joe Bittner reports they field more women's basketball teams today than they did only a few years ago. However, he also noted a slight drop in female softball.

But Joe also poses a good question: How much change in programming can be expected if so many women new to the labor force have young children? Someone must take care of the youngster.

The number of married men with spouse present actually decreased in number between 1980 and 1983; however, the 1983 figure was very near that of 1970. It is interesting to note that the number of single (never married), widowed, divorced and separated males increased appreciably between 1970 and 1983. These increases were very similar in size to those found in the female population.

The age groupings among men have shifted similarly to that of the women, but not as dramatically. In both 1970 and 1983 the largest group was com-

posed of those between 25 and 34 years of age, while the older age group continued to get smaller. As this large group of young people age, a larger number of older people could become a reality. There are, of course, unknowns that may influence this, such as retirement benefits or (conversely) dramatically higher living costs, which would force men into more working years.

It seems reasonable that these and other factors interplay in this scenario. For example, expendable income. In some families both adults work in order to pay the basics of living (Ever tried to buy a house in a populated area like New Jersey or California?). In other instances both adults work to have those luxuries otherwise only longed for. Where does this leave the single mother

who heads her household? If the statistics are correct, she will be the poverty family of the future and in large numbers.

Nearly \$150 billion was spent in 1983 on recreation—this amounts to 6.6 percent of all personal consumption expenditures in 1983. However, this percentage has not changed dramatically in the past 15 years; therefore it is inappropriate to plan to add additional programs that cannot be participant-financed or subsidized by the company, unless certain groups of employees are to be consciously excluded.

Among the motivating forces influencing job satisfaction among women is their interest in human relationships. Tie this in with the increase in women employed and perhaps we see why Bob Pindroh of Lockheed, California has reported 24 co-ed volleyball teams today, when there were none only 5 years ago.

As mentioned above, local conditions no doubt have their effect. Where MacDonnell Douglas experienced a slight decrease in women's softball, Lockheed grew from 37 to 68 teams over in the last 6 years.

The Bureau of Census has provided insight into change (or lack of change) in selected popular activities. In spectator sports, most of those listed in Table III experienced an increase since 1970. The largest increase was in major league baseball, with over 17 million more spectators in 1983. This 58.5 percent increase was not the largest,

TABLE II  
Marital Status of Workforce  
by sex and year  
(in thousands)

	1970	1975	1980	1983
Male				
Married spouse present	37,982	38,249	39,004	37,967
Single (never married)	8,426	10,313	13,515	13,783
Widowed, Divorced, Separated	2,582	3,294	4,668	5,036
Female				
Married spouse present	17,572	19,788	23,532	24,603
Single (never married)	6,613	7,943	10,567	10,996
Widowed, Divorced, Separated	5,505	6,258	8,018	8,447



TABLE III Attendance at Selected Spectator Sports In units of 1,000				
	1970	1975	1980	1983
Baseball, major leagues	29,191	30,373	43,746	46,269
Basketball, college	(NA)	(NA)	30,692	31,471
Basketball, professional	4,912	7,591	10,697	10,262
Football, college	29,466	31,688	35,541	36,302
Football, professional national league	10,071	10,769	14,092	13,953
Hockey, national leagues	5,992	9,522	10,534	11,021
Horseracing	69,704	78,662	74,690	75,693

TABLE IV Selected Recreation Activities					
	units	1970	1975	1980	1983
Softball, adult teams	1,000	29	66	110	146
Golfers (15 rounds or more)	1,000	9,700	12,036	13,000	14,300
Tennis	1,000	10,655	29,201	(NA)	25,450 (1982)
Ten pin bowling	millions	51.8	62.5	72.0	68.9 (1982)
Motion Picture Theaters	millions	94	1,033	1,022	1,197

however, because professional basketball increased about 109 percent.

Oftentimes these figures can be misleading. For example, in 1983 horse

racing increased only 8.5 percent over this period of time, but it recorded more spectators than any other sport, and more than major league baseball, profes-

sional basketball and National League Football combined.

Softball, golf, tennis and bowling are popular sports activities among employee recreation programs. Softball and golf have steadily increased over the past 15 years. Although the current number of softball teams exclusively sponsored thru industry is not immediately available, the phenomenal growth to nearly 146,000 teams in the U.S. is impressive. A decrease in tennis players and bowlers is recognized, but the number of participants is still very large. Each company should look to its own employment conditions to conclude if these figures may further be affected by projected changes in their workforce.

Participant activities were viewed in 1983 by the Bureau of the Census for the National Park Service. Park visitors were asked about their participation in selected activities. Walking for pleasure and swimming were the most popular activities, with the former more

TABLE V Participation in Selected Outdoor Recreation by sex and age by percent of respondents in 1983							
Activity	Percent by respondents	Sex		Age			
		male	female	12-24 years	25-39 years	40-59 years	65 years and over
Walking for Pleasure	53	45	61	57	58	58	42
Swimming	53	56	51	79	65	41	16
Picnics	48	45	51	52	59	46	29
Driving for Pleasure	48	47	49	48	59	46	35
Attending Sports Events	40	44	36	51	44	36	16
Fishing	34	47	23	43	40	31	17
Running or Jogging	26	30	23	51	31	13	2
Attending Concerts, Plays, etc.	25	25	23	34	29	22	12
Outdoor Team Sports	24	30	18	50	20	11	2
Tennis	17	18	16	32	13	10	1
Golfing	13	20	7	16	12	3	7
Water Skiing	9	11	7	17	11	4	>.5
Snow Skiing	9	10	7	15		5	1

From a national park service press release. Represents the percent of respondents who said they had participated once or more during previous 12 months. Survey conducted by Bureau of the Census.



# CHANGING WORKFORCE

popular among women and the latter by men. Swimming decreased much more rapidly with age than did walking.

Running or jogging was also high among active interests. Perhaps there is an interrelationship between this and the increasing number of walking/jogging/hiking trails in communities. Bob Pindroh has expressed another thought worthy of consideration. Many people in the age bracket with the largest percent of employees (25-34) were exposed during their prime to activities like jogging and aerobics when they first gained popularity. Bob also feels there may be a relationship between this increase in active activities and a decrease in Lockheed's hobby clubs and passive activities. It would be inter-

esting to know if other employee recreation programs are experiencing similar conditions.

What is the responsibility of business and industry, and in particular employee services managers, to the changing workforce? First, you should recognize the characteristics of the labor force, then draw conclusions. Next, with the aid of these conclusions, determine the program upon which the goals of the industry and the employee can be best achieved.

What conditions can be expected and what personal and social results should be considered in planning programs? The study by the Center for Social Work Research at the University of Texas at Austin has identified several expectations that seem to have national impli-

cations. Among the trends to watch out for are an:

- Increase in pressures related to dual career families.
- Increase in number of single individuals living together.
- Increase in minorities.
- Increase in number of older workers.
- Increase in single parents.
- Increase in instability of employees.
- Increase in number of divorced individuals.

Planning for employee services will need to recognize several personal expectations, such as an increase in stress, frustration, family problems, loneliness and depression. Social expectations will also have an influence, such as the need for child care, more co-recreation activities, more emphasis on leisure counseling and an increased consideration for cost-effective programming. To better guide the effort, more sensitive research aimed at employee services should be conducted that will result in improved quality of life.

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# Employee Recreation and Fitness Programs and Workers' Compensation: A Continuing Saga

By Dr. John H. Schultz

One of the most intriguing areas of inquiry related to employee recreation services revolves around the question of the compensability of employment-related recreational injuries under workers' compensation laws. Employers frequently have asked insurers and legal staff about this possibility, and are often surprised to learn that it is not only possible, but often likely, especially in some states.

As Professors Frankt and Rankin have stated, "the essence of workers' compensation laws is quite simple. Temporary and permanent disabilities and death that occur as a result of an injury arising out of and in the course of employment will be compensated."<sup>1</sup> The operational words here, with respect to employee recreation, are "arising out of" and "in the course of" employment. At first glance, the possibility that voluntary participation in social, recreational, or fitness activity may be considered "in the course of employment" seems incongruous, especially since such activity is often defined as "non-work" activity. Yet, over the past 50 years or more, numerous claims for such "work-related" injuries have been made and many have been adjudicated in favor of the injured party. Since virtually all businesses, from large corporations to small enterprises, sponsor or conduct (or at least participate in) company picnics, socials, Christmas parties or athletic teams, the exposure is substantial and claims for injuries (or deaths) related to these activities are likely to continue.

A brief survey of the case law reveals that a great variety of recreational events have been involved, and there has been a substantial number of cases. Yet, from a legal perspective, it may be difficult to formulate a rule (or set of rules) which is applicable in all states since similar cases in different states have been resolved differently. However, there seems to be some generalizations that can be made that are useful in internal policy-making with reference to employee recreation and corporate fitness programs.

**Temporary and permanent disabilities and death that occur as a result of an injury arising out of and in the course of employment will be compensated.**

As indicated above, the key words involved in workers compensation cases are "arising out of and in the course of employment." This two-part test adopted by the courts in most states is used to determine an employee's right to compensation. The "in the course of employment" requirement refers to the *time, place and circumstances* of the activity, while the "arising out of"

requirement addresses the *causal relationships* between *employment* and the *injury*.

Generally, the courts attempt to first ascertain if the employee activity can be construed as "work" before attempting to determine the cause of the injury (or death). With respect to employee recreation and/or fitness activity, the primary issue has been whether such activity falls within the course of employment.

Workers' Compensation Boards, Industrial Commissions and the courts have approached this issue by assessing the "*time, place and circumstances*" evidence against two criteria—the extent of company *involvement* in the conduct of the activity and/or the extent to which the company *benefited* from the employee's involvement in the activity. In several cases, both company involvement and benefit to the company were considered. It appears that the "involvement" strategy is favored by most claimants, since establishing that the employer received direct and substantial benefit as a result of employee involvement in recreation activity has proven to be more difficult.

Following is a brief review of some workers' compensation cases involving employee recreational, social, or fitness activity and which address some of the most relevant questions in the determination of compensability.

## Company Involvement

Did the employer, in fact, sponsor the event, the program, or service? At issue here, of course, is the degree to

# WORKERS' COMPENSATION

which the employer is involved in the conduct of the activity. Evidence of substantial control over, substantial financial support of, compulsory or coercive attendance at, the making of official speeches at, and the granting of awards or gifts at events have been used in determining compensation or denying it.

In a New York case, for example, an employee died after collapsing at a softball game at the company picnic. Here, the employer had made financial contributions to the employee association which actually sponsored the picnic. The employer also assisted in collecting club dues and allowed some club meetings on company premises during working hours. At the picnic a speech was given by a company executive which reviewed past company performance and outlined future goals. The court held that there was sufficient involvement by the employer to warrant a finding that the employee was actually in the course of employment while at the picnic and compensation was awarded.<sup>2</sup>

The issue of company involvement and company control over activity was also raised in an earlier New York case. In addition to substantial financial contributions and other support, the company effectively controlled membership in the employee association and had the power to stop the entire program at will. These facts and other circumstances supported the finding of compensation.<sup>3</sup>

In a more recent case (1981), the New York Court of Appeals concurred with previous rulings that the involvement of the company in the program and its capability of terminating athletic activities at any time strongly supported compensation for the widow of a deceased employee who died after jogging during his lunch hour in an athletic facility located on company premises.<sup>4</sup>

Yet, in an Illinois case, where the company involvement was compara-

ble, the Supreme Court reversed a circuit court decision which had affirmed the Industrial Commission's award of compensating for the widow of a deceased employee. In this case, the involvement of the company in the affairs of the employee club was deemed insufficient to support the contention that the decedent was involved in an activity within the course of employment.<sup>5</sup>

In summary, the extent of company involvement in the control, conduct, sponsorship or financial support of activities—even those actually run by independent employee associations—has been a key determinant of compensability.

Another interesting related question is, "To what extent was attendance or participation really voluntary?"

**“ . . . the extent of company involvement in the control, conduct, sponsorship or financial support of activities . . . has been a key determinant of compensability. ”**

A most interesting aspect of the employer-employee relationships rests on the question of the voluntariness involved in many employer-sponsored or supported activities. A dissenting justice in an early New York case explained it as follows:<sup>6</sup>

“It is one of the attributes of the employer-employee relationship that the employee usually attempts in some measure to accede to the wish, as well as the command, of his (her) employer. Because of the subordinate position of the employee, the employer's wish may well require

the force of a compulsion to a greater or lesser degree according to the circumstances of each case. This moral suasion exerted by the employer is a very real factor in any employment and cannot be ignored by the board or the courts in cases like the one at bar. Thus, where an activity different from the employee's regular duties and even recreational in nature is encouraged, promoted, or subsidized by the employer, there is a strong compulsion upon the employee to participate in the outside activity. We must recognize this human reaction and the social pressures that prompt it.”

The idea of indirect compulsion was also identified in an Arizona case where it was pointed out that the degree of pressure cannot ignore the realities of business. “While a suggestion or encouragement (on the part of an employer) may be substituted for the command, it would be unrealistic to fail to recognize (that) the force of such substitutes may equal that of an express order.”<sup>7</sup>

Though it may be argued that this concept is old-fashioned, investigations into the Japanese manufacturing success have revealed that corporate involvement in the lives of workers has some benefits. The indirect compulsion evolving out of company loyalty is a contemporary phenomena, and the courts are likely to consider it today as well.

Another “involvement” question revolves around the financial support given by the employer to employee activity. The cases that have included this test have attempted to assess whether the financial support has been substantial or merely incidental and whether it is truly gratuitous. The previously cited Vaccaro case<sup>3</sup> involved the issue of financial support of the company and the associated control over activities that evolved. A strict point of view on this issue—that any expenditure of company money is *de facto* evidence of

company involvement—is eloquently stated in the dissent in the Wilson case.<sup>6</sup> “We must bear in mind that directors do not attempt to expend moneys for noncorporate purposes.”

## Company Benefits

A second major criteria used by the courts in dealing with the compensability decision revolves around the substantial and direct benefits to the company that result from employee recreation activity. In many respects, this is the more difficult determination since benefits are highly subjective in nature, and range from the tangible to the intangible and from substantial to slight. Yet, the current support for many company wellness and fitness programs is at least partially based on the potential financial payoff of lower health care premiums, decreased absenteeism and healthier, more productive employees. If such claims prove to be true, there is likely to be increased judicial concern over these real and substantial benefits if injuries occur in these activities.

Further, there is a point of view that simply says that companies do not get involved in anything that does not have a corporate reason behind it. If athletic contests, cultural events, performing arts opportunities and a host of other recreational activities do not benefit the corporation, there is no corporate reason for providing them. If they do, then injuries (and even death) suffered for the company's sake must draw workers' compensation in their wake.<sup>6</sup>

Fortunately, there has not been widespread judicial support for such a broad-brush approach to determining compensability of recreation related cases. The case law cited generally attempts to establish that the benefit to the company must be substantial, at least in comparison to the benefit to the employee. Some courts state the benefits must be direct or that they must go beyond such vague ideas as improving workers' morale “or fostering employee good will.”

Generally, compensation has been denied in picnic and similar cases where these events were really employee-organized and sponsored without any compulsion to attend and if no benefit to the employer, other than improved

employee morale, was in evidence. Particularly troublesome to the courts have been the combined business/social event. The general approach of the courts is to attempt to dissect out the recreation event and treat the dual-



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purpose meetings as separate. Often, however, the events are substantially intertwined, and it is extremely difficult to completely separate the events. Consequently, determining when corporate benefits are being reaped and when individual purposes are being served has not always been possible and compensation has been awarded in those instances.<sup>8</sup>

Of particular interest to many NESRA members is the potential benefits to companies when they sponsor athletic teams. The primary benefit at issue is the advertising that often appears on jerseys and the newspaper publicity that regularly occurs on the sports pages. While it is not always the case, retail firms that sponsor teams and identify themselves on jerseys are the most vulnerable here.<sup>9</sup>

## Other Issues

The questions of when and where (time and place) the activities took place often are critical factors in determining compensability. Generally, compensation is more likely if the activities are on company premises and held during working hours. In several cases,<sup>(4, 10)</sup> the accidents occurred at the noon hour lunch break and were compensable. Events held off the premises and outside the working day are less likely to draw compensation unless some other factors (involvement, benefit) are adjudged more critical. It is probably safe to say that if the injury occurs on company premises or during the working hours of the employee, compensation for any injury is likely to be granted.

## Summary

The foregoing discussion and survey of some of the cases involving

employment-related recreational injuries have attempted to alert employee recreation managers to a potential threat to the field. There have been and continue to be a lot of legislative and business interest in reducing the skyrocketing costs of workers' compensation


**Attempts to legislate recreational injuries out of the workers' compensation laws may be an appropriate strategy.**

claims. If recreation and fitness injuries have been a substantial source of such claims, the elimination of some employee recreation activity and fitness programs is a real possibility.

Attempts to legislate recreational injuries out of the workers' compensation laws may be an appropriate strategy. One caution is in order, however. It is unlikely that a blanket exclusion of all recreation activity and fitness programs could be achieved. The involvement and benefit issues have been thoroughly established in the cases. Determining just what constitutes a pure recreational activity may provide the courts with as much difficulty as they now have with the more traditional issues.

The solution to the problem appears to be more complex and multifaceted than appears at first glance. Strong and

carefully conceived risk-management programs are certainly useful. Development of more independent employee clubs or associations may work in some states. Risk insurance programs for participants in recreation activity may help in covering earning losses.

However, these solutions tend to fly in the face of the realization that the inclusion of employment related recreation injuries in the workers compensation spectrum is here to stay. The potential benefits to employer and employee, both tangible or intangible, of employee recreation and fitness programs are well worth the risk, and we ought not compromise that position in the ensuing deliberations. 

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# Employee Services Managers, Red Cross, Allies In Health Promotion

By Regina Zabel

**T**here's an added health bonus that most companies aren't even aware of: The American Red Cross.

Each year the Red Cross teaches more employees how to avoid on the job accidents and save more lives than any other school in the world.

Last year alone, Red Cross held 326,842 water safety courses, training over 2 million people in techniques that might lessen accidental drownings; gave CPR training to over 2 million Americans; taught Preparation for Parenthood classes for 80,345 people; and

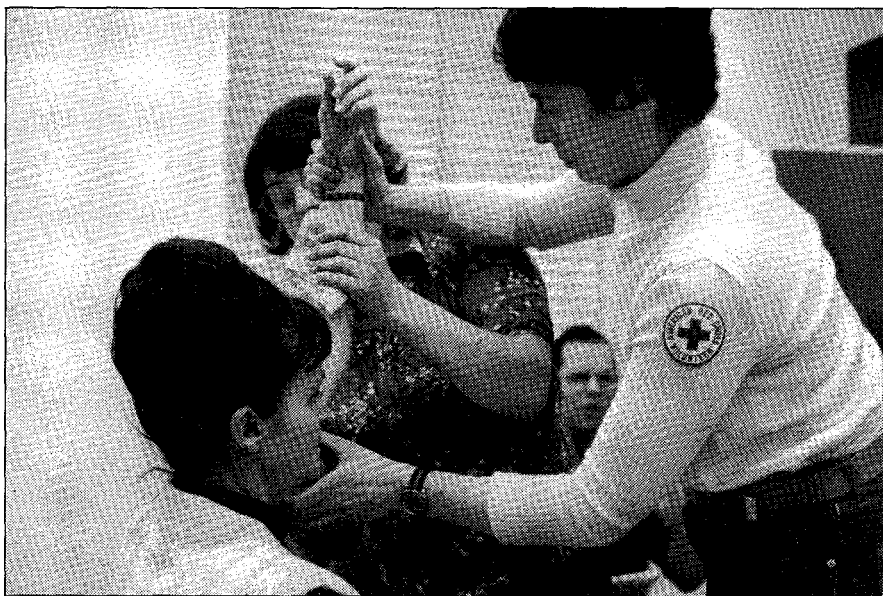
gave first aid training classes for 1,493,008 people nationwide.

Furthermore, the American Red Cross has joined forces with those who believe in helping themselves to health. Based on a century-old tradition, Red Cross programs help people cope with personal emergencies and learn how to prevent them. Since the average person now spends more than one-third of his or her day at a worksite, corporations and American Red Cross chapters can and do enjoy a healthy partnership that benefits both employee and employer.

Employee services managers can become allies with their local Red Cross chapter in health promotion by encouraging employees to take advantage of the many Red Cross programs. These activities encourage workers to take a greater responsibility for their own health and teach them that prevention of illness and accidents is less costly to everyone than dealing with disease and injury.

Red Cross safety courses teach workers how to handle life-threatening emergencies during those critical moments until medical help arrives. Workers learn how to administer artificial respiration, CPR (cardiopulmonary resuscitation), treat shock, give first aid for poisoning and burns, care for specific kinds of wounds and fractures, control bleeding, read vital signs (temperature, blood pressure and pulse), and apply other survival skills. Red Cross first aid and CPR instructor seminars designed to meet the needs of business and industry give companies a way to improve employee safety on and off the job and help employers meet national occupational safety and health standards.

Companies can contract for specific courses to be taught by certified instructors at the corporate workplace for the convenience of employees. All materials are provided. The employer can



*The Red Cross teaches workers to administer artificial respiration, CPR, treat shock, give first aid, care for specific kinds of wounds and fractures, read vital signs and apply other survival skills.*



choose from various courses that include CPR training, choking demonstration, basic and advanced first aid and first aid customized courses that give a company the option of a program specially suited to their particular training needs.

Experience and accident records at a particular worksite give a company's health and safety experts an understanding of the types of accidents and injuries that might occur on the job. With the assistance of a referring physician they can then develop an effective training program to emphasize certain first aid skills to address the problem areas.

For example, in 1968, Commonwealth Edison Co. (in Chicago and the state of Illinois) initiated a CPR training for employees who work with electrical conductors and nuclear equipment. In addition, after a recent updated evaluation of various available alternatives, the company decided that using the nationally recognized Red Cross courses (first aid and CPR) could give Commonwealth Edison's occupational health and safety training programs the stability and cost containment they were looking for in providing a basic first aid program.

"The Red Cross materials are comprehensive and up-to-date," health education advisor Kathleen Archibald, R.N., said, "and they're also adaptable to our needs." She explained that their two-day training program expands certain segments of the Red Cross materials to give emphasis to areas specifically concerned with the utility company. For instance, more time is given to first aid for burns and how to do a 90-second examination for locat-

ing fractures and injury.


Some Red Cross Chapters, especially those in large metropolitan areas such as Chicago, Kansas City, Los Angeles, Boston, New York and others, are working with their area businesses to develop corporate health services packages. These may offer employees programs in stress management, high blood pressure detection and control, the new Red Cross nutrition course, "Better Eating for Better Health," back injury prevention, safety training for latchkey children, maintaining a healthy lifestyle, as well as the CPR and first aid courses.

The Greater Kansas City Chapter, for instance, offers a complimentary health assessment as a way to introduce the Red Cross programs to directors of area businesses. Trained nurses will go into a company and survey the employees' overall health status. They may look at blood pressures, vision, height, weight, and iron level in the blood. Evaluation of the results of this screening can pinpoint areas where employees need assistance. Courses can then be recommended that will address these health concerns and aid in designing a program to fit a company's time and resource constraints.

The Mid-America Chapter serving the greater Chicago metropolitan area offers companies a comprehensive Employee Assistance Program (EAP) that takes the so-called "broad brush" approach to problem solving. Assistance includes counseling and referral service not only for alcohol and drug-related problems, but any other personal distress such as coping with the death of a loved one, adjusting to a job

transfer, and/or being a single parent. In addition, Red Cross Family Life Education seminars for employee and family groups aim to give early attention to and prevent problems. Accredited by the Council on Accreditation of Family & Children Agencies, Mid-America's EAP program features professional confidential services that benefit employer and employee. Due to better employee performance and productivity, the company can realize savings from lower absenteeism and fewer insurance claims. Improved morale strengthens on-the-job relationships, leading to increased efficiency. The program responds to not only the individual employee's stress, but the employee's relationship to the family and total environment.

Red Cross was founded on the principle that all service must fit the needs of the community. For this reason, the more than 3,000 chapters in the United States have the freedom to select the particular nationally sponsored Red Cross programs their area businesses need and ask for. In addition, a chapter may develop a local program that responds to a specific health and safety concern of its service area.

Employee services managers interested in fully utilizing their community resources to offer educational services and benefits to employees can reap rewards from a vigorous, healthy liaison with the local Red Cross chapter. 

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*Regina Zabel is assistant director, public relations, and publications editor for the Mid-America Chapter, American Red Cross, in Chicago, Illinois.*

# Work to Keep Volunteer Team Motivated, Committed

**V**olunteers. If committed, motivated and trustworthy, they are invaluable to employee services and recreation programs. Unselfishly donating time, effort and ingenuity, volunteers ensure the success of many employee activities. If correctly managed, they form a productive, enthusiastic team, working for the benefits of all.

Do such selfless do-gooders sound too good to be true? Admittedly, working with volunteers is not always smooth sailing. There are many traditional problems that emerge sooner or later, such as lack of communication, lack of commitment, lack of motivation and time, and the concern with "what's in this for me?"

An enterprising employee services manager can work around these difficulties, however, and with patience and understanding, retain a loyal team of volunteers. That's the message Kathleen Carney had for employee services professionals at NESRA's recent annual conference.

The key, Carney maintains, is in keeping volunteers committed and motivated.

Carney reveals the secret for her effective management in one simple word—pride. Employee services managers must recognize and reinforce personal, program and company pride to successfully direct volunteers.

*Personal pride*, according to Carney's definition, is the esteem volunteers have for themselves as workers and as individuals, while *Program pride* is the regard volunteers feel for their employee services and activities program.

The third type of pride, *company pride*, is the volunteer's admiration for the company as a vital, productive institution, concerned for the well-being of employees.

Carney believes that a volunteer lacking in any of the pride elements does not belong on an employee services committee. Most likely, the volunteer will be disinterested, unenthusiastic and the "rotten apple in the barrel," demotivating the other committee members.

To prevent this from happening, employee services managers must tap into their volunteers' personal pride and reinforce it at every turn.

### Reinforcing Personal Pride

Strengthening volunteers' self-esteem may seem a difficult task. While it is a challenge for any employee services manager, it is one which yields good returns for all. The following are some positive steps towards reinforcing volunteers' personal pride:

- Run training programs for volunteers—teach them necessary management skills, such as how to run meetings, handle a budget, organize time and motivate other people.
- Give volunteers room to grow—do not overmanage!
- Put up caution signs to guide volunteers, not roadblocks.
- Be willing to let volunteers make some honest mistakes—they will learn for the next time.
- Show volunteers you care—give them pats on the back for successes and encouragement after failures.

### Encouraging Program Pride

Volunteers equipped with a sturdy self-esteem must also possess a healthy pride in their employee services program. Only then will they go all-out to make the services and activities a success. Follow these helpful hints, and volunteers will grow to be loyal supporters of your program.

• Show employees the importance of an employee services and recreation program in improving the quality of personal and work life.

• Clue volunteers in on the "overall picture"—what you are doing as an employee services manager, why you're doing it, how to do it, and the image you want to project.

• Develop goals and objectives for volunteers—something exciting to aim for.

• "Fake it until you make it"—stay positive about your program, even when things are going wrong.

• Involve volunteers in short- and long-term planning—they will feel like part-owners of the program and will do their best to make it work.

• Involve volunteers in planning the budget and in all other business aspects—show them you are not just the "fun and games kids," but an employee services and activities *business*.

• Market your program to employees and to management like the business that it is.

### Enhancing Company Pride

Volunteers must have pride not only in themselves and their employee services and activities program, but in their company as well. Such pride comes from knowing their company is productive and bears good will and concern for its employees. Company pride may be fostered by taking the following steps:

• Recognition events—involve top management in letting volunteers know they are doing a great job.

• Maintain a direct line of communication to top decision-makers, and keep them abreast of new developments in the employee services and recreation field. A more involved upper management will show volunteers their

## MANAGER'S MEMO

company wants the best for its employees.

- Make company activewear available. Wearing the company logo shows one cares about the company and is proud to be associated with it.

Following all the steps for reinforcing your volunteers' personal, program and company pride may seem an awful lot of effort—and it is. But anything worth having is worth working for. Put your mind to forming a loyal, motivated team of *proud* volunteers, and you'll be surprised at the miracles that will be accomplished.

Nearly 60 percent of the adult population of the United States is involved in voluntary work at one time or another. Why do people become volunteers? There are countless reasons. Many people simply enjoy the participation and the association with a group. Others like the visibility and look for reward and recognition after success.

Some volunteers strive to help others in need, and join in a common cause with others as an effective way to influence change.

Whatever their reason for volunteering, these individuals may be separated into three general categories. According to Anthony Ippolito Jr., a lifetime volunteer and speaker at NESRA's recent annual conference, these divisions are: 1) Those who ask what happened; 2) Those who watch things happen; and, 3) Those who make things happen.

*Those who ask what happened* rarely show up for meetings and can never be counted on to be there when you need them. These volunteers can only be found when the time for recognition comes around.

*Those who watch things happen* show up for the meetings, but only have things to say before or after the activity. They may have a lot of good insights, but

they are easily intimidated and don't have the courage to open up and share their ideas with others. These volunteers have a great deal of potential, but are held back by their lack of confidence.

*Those who make things happen* are the go-getters. They are loaded with confidence and are assertive and outgoing. They make the decisions and are highly motivated, united by the common cause. These volunteers have the ability to spur the latter volunteers on. With the help of the go-getters, the observers can reach their full potential.

Whether we are active or passive, volunteering appeals to the humanist in us all. It provides an opportunity to join a team and work toward a common goal. Such selfless activity and oneness with others is unique in a world which may sometimes seem very cold and impersonal. Perhaps this is why so many people choose to become volunteers. ☺

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# Mesa Petroleum's Fitness Program Pays Off

**W**inning two national fitness awards in the same month and receiving a commendation from the President might be enough to satisfy most companies for a lifetime—but for Mesa Petroleum it seems only a natural consequence of its widely-acclaimed program for fitness excellence.

The Amarillo, Texas-based oil company was recently named the "Most Physically Fit Company in America" at the fourth annual National Fitness Classic, held at the Houstonian health and fitness complex.

To earn the prestigious honor, Mesa bested representatives from 42 major national companies—many of them much larger than Mesa. Competition included the two-mile relay, stationary cycling, medicine ball throw, classic triathlon and a 200-yard swim relay.

Mesa, which earned 239 points in edging out second-place Campbell Soup Company (229 points), became the first

corporate winner in the history of this annual national event sponsored by the President's Council on Physical Fitness and Sports. (In previous years, the event had been a celebrity-style event to kick off "National Physical Fitness and Sports Month" rather than a competition among corporations.)

"One thing to remember is that teams such as that entered by Mesa are structured to be representative of a company's overall fitness effort, not just a collection of elite athletes," says Dr. Richard Keelor, president and chief executive officer of Living Well of America, which is headquartered at the Houstonian. "Each team must consist of at least one executive, one woman and one person over age 40."

Such efforts help assure that a company wins the award based on a team representative of its overall population. "Mesa has several unique characteristics where you'd always predict they'd

win," adds Keelor. "Among these are personal involvement by the chief executive officer, T. B. Pickens, Jr., an outstanding grass roots program for employees and good leadership at the fitness level. Bert Knitter, Mesa's manager of physical fitness, is among the best in the country."

For the Mesa employees who won, the highlight came at the awards ceremony through a videotaped commendation from President Reagan. He told the winners and participants that fitness and the resulting employee health benefits were essential in a dynamic American society. The commitment to physical fitness was "corporate responsibility at its best," the President said, adding that the commitment of the private sector was in reality "an act of patriotism."

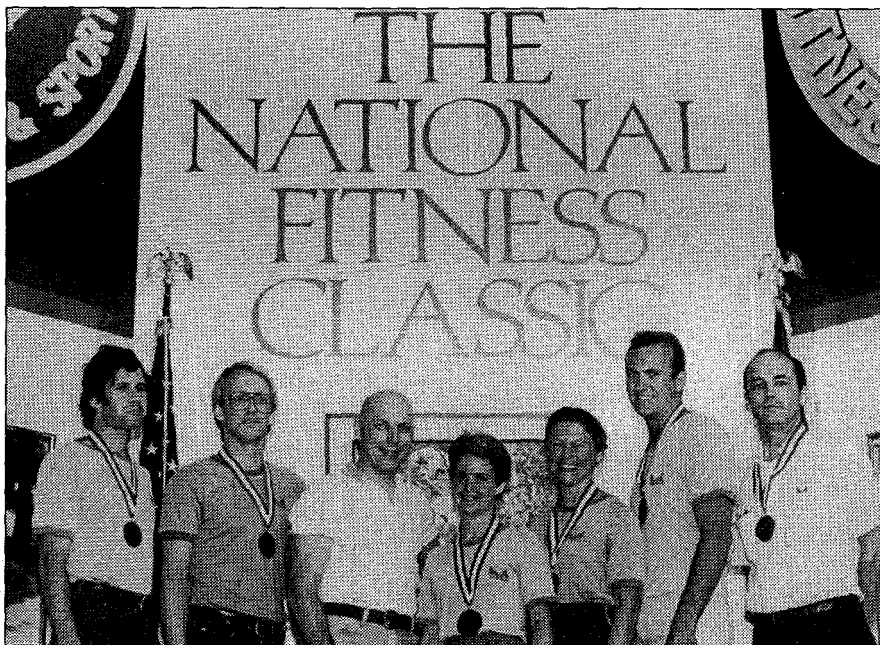
## National Fitness Test

As prestigious as was the national fitness award received at the Houstonian, the reasons behind Mesa's achieving it became clear through another national honor won by Mesa.

In a new nationwide program also conducted during National Physical Fitness and Sports Month, Mesa achieved top honors among corporate America for involving the greatest share of its members in the National Fitness Test.

More than 56% of Mesa's employees participated in the test, which includes a three-minute step test, curl-ups, pushups, a sit and reach flexibility assessment and arm hang as part of its evaluations. Mesa won by virtue of its participation in the test, indicating corporate support for physical fitness and an organized vehicle for promoting the fitness concept.

While the actual test results achieved were not used in determining the win-



Mesa's National Fitness Classic Team members are (l to r): Britt Sosebee, Mark Murphy, award presenter NASA's F. Story Musgrave, M.D. (Space Lab 2 Mission), Cyndy Rice, Hollis Ann Hands, Jesse James and Team Captain Mike Houston.



ning company, of the 241 Mesa employees in Amarillo taking the test, 84 qualified for gold medallions, 153 earned the silver and 4 the bronze. The test standards were developed by the National Fitness Foundation and were based on age and sex specific national norms.

"The goal (in promoting this program) is to get people to take the National Fitness Test," says Dr. Keeler. "Physical fitness is for everybody rather than for a core of company athletes. We're not trying to create a bunch of elite fitness gurus, just to motivate average people to take the test. The results of the test substantiate that Mesa has the most committed work force of any company in the country. I'm impressed with what Mesa has done—and I've seen programs all over the world."

## Mesa's Program

Mesa's fitness prowess comes as no surprise once one visits the sprawling, \$2.5 million fitness center built at its headquarters in 1979. The fitness center, which covers half an Amarillo city block (30,000 square feet), actually takes up more ground space than Mesa's 10-story main office tower.

Inside the carpeted, color-coordinated center is a luxurious athletic complex that has few equals. Its facilities include four glass-front racquetball courts, a large gymnasium, a rubberized and banked running track, a mirrored free exercise multi-purpose room and two weight rooms complete with the most sophisticated equipment available.

The dressing rooms contain a sauna, solarium, steam room and whirlpool baths.

But the physical facilities would be useless without a coordinated program to make them effective. And Mesa spares no effort here.

The company's far-reaching, innovative program is led by Bert Knitter, a fifteen-year health/fitness professional, who directs a full-time staff of



*Regular hypertension screening programs are a key part of the Mesa Fitness Program.*

three, conducting programs, monitoring employee progress and providing encouragement and motivation.

Employees are encouraged to run, lift weights, participate in a number of instructor-led exercise classes, and play a wide variety of sports. Racquetball and wallyball are promoted through a perpetual ladder system and through annual company-wide tournaments. At lunch, as well as prior to and following the workday, Mesa employees can be seen playing basketball, competing in volleyball games, riding stationary cycles, working out on Nautilus weight machines and jogging around the track (or through the streets of Amarillo).

Annually, the company sponsors fitness promotions—such as the New Year Fitness Kick Off, Battle of the Corporate Stars, Fall Fitness Festival, ski trips, western and square dance instruction programs, monthly and semianual awards for fitness achievement, and a once-a-year banquet honoring those who have achieved levels of excellence. At the Kcal banquet winners receive bronze, silver and gold awards just as they do in the Olympics.

Whatever activity the employee chooses, his or her progress is listed on a card—complete with exercise times and exertion levels—and transferred to a computer. At the end of the month,

each employee receives a computerized summary listing activities, kilocalories expended per kilogram of body weight and an overall "bottom line" numerical evaluation for the period.

## Employee Health

"The goal of all this, however, is not to create muscular employees, but to promote individual health," says Knitter. "That's why we provide free fruit juices, offer nutritional information, discourage smoking and stress overall 'wellness.' Many of our efforts are purely educational in nature, such as our programs on lower back care, health risk factors, stress management and weight control. This makes it possible for even the most sedentary employee to derive benefits from our fitness program. It's not just for a few athletic superstars."

Cardiopulmonary resuscitation (CPR) and first aid classes are taught regularly by the fitness center staff. These, together with the "emergency responder" program, provide a high-level treatment system for the workforce—should the need arise.

A key element in the overall health of Mesa's workforce is the company's aggressive screening programs which include: employee physicals, general

# EVIDENCE

fitness testing and "health fairs."

Prior to being employed by Mesa all applicants are required to undergo a thorough physical exam performed by a medical doctor. Within a week of joining the company, employees undergo a fitness profile—a combination of tests that measure cardiovascular fitness, body composition, flexibility and muscular strength. From the profile, employees are given an exercise prescription based on their individual needs. This profile is updated annually to monitor progress.

Key employee physicals (which include treadmill stress testing) are given to all senior management officials on a recurring basis determined by the age of the executive. In addition, throughout the year free screening programs are offered which include tests for hypertension, breast cancer, pulmonary function, glaucoma, auditory perception and a series of blood tests measuring sugar, triglyceride, and cholesterol levels.

At least two employees this year can credit their lives to such efforts. Both were discovered to have serious cardiac problems requiring surgery. Fortunately, the screening programs detected these conditions before either



*Anxious onlookers cheer on the Mesa Team in an intercompany wallyball tournament. Needless to say, Mesa won.*

developed a heart attack or other outward symptoms. Both are now fully recovered and back on the job.

To complement the intrinsic motivation inherent in a dynamic activity program, Mesa began a monetary reward system for healthful living in January of 1984. Employees since then have been paid under the company's Wellplan \$6 per month for abstaining from tobacco (spouses receive \$5), while those who participate in a recommended exercise program at least three times weekly are given a semiannual cash award of an additional \$10 per month. A health oriented "payroll stuffer" accompanies each Wellplan check to further reinforce the lifestyle modification message. During the first six months of 1984, such cash awards totalled more than \$63,000.

On the advice of program advisor Dr. Martin Collis of the University of Victoria, a new aspect of this program is being considered that would give a one-time only cash award to a participant who achieves a self-set goal such as quitting smoking, substantial weight loss, completing a marathon, and so on.

To qualify, an individual would set a goal, develop a "game plan" for accomplishing it, and submit these ideas in writing to an employee committee for review. If approved, a time period for the accomplishment of the goal would be established. Weekly progress charts then would be submitted to the fitness center staff to assure that proper progress is being made. Such "lifestyle progression," says Collis, "helps the individual take charge of their own health and wellbeing."

## Health Benefits

The results for Mesa have been dramatic. During the first nine months of 1984, 45% of Mesa employees had no time off due to illness, while major medical care claims decreased by 19.8%—a dollar savings of nearly \$200,000 over a year's period.

"That's truly encouraging," says Knitter. "I know of no medical plan where average claims have decreased nearly 20% from the prior year."

Those who do not participate regularly in Mesa's fitness program (last year 63% did), averaged \$434 per per-



*Don Allen Brown hangs in there for a gold medal on the National Fitness Test.*

# EVIDENCE

son annually in medical costs paid by Mesa. Those who participated averaged only \$173 in claims.

Even in those cases where participating employees took time off for illness, they seemed better off. They averaged only 27 hours of sick time compared to 44 hours for their nonparticipating counterparts. In a three-year study of Mesa employees, Dr. Larry Gettman discovered there was a relationship between decreasing medical costs and the Kcals of activity performed by the employee.

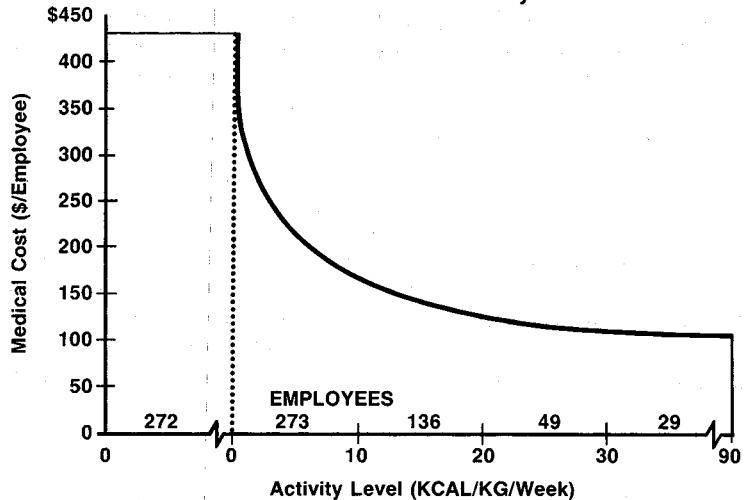
**We find that healthy employees are more productive, exhibit more team spirit, morale and comaraderie.**

From any standpoint, Mesa's program has been—and continues to be—a success.

"We find that healthy employees are more productive, exhibit more team spirit, morale and comaraderie. And because they feel better, they give the company eight hours pay," says Knitter.

"Our company has a relatively small workforce, but we have consistently outperformed corporations 10, 20, even 100 times our size," he adds. "Mesa is proud of its proven commitment to physical fitness. Through the provision of facilities, a professional staff, and a wide variety of program activities and incentives, the company promotes the good health and well-being of its employees."

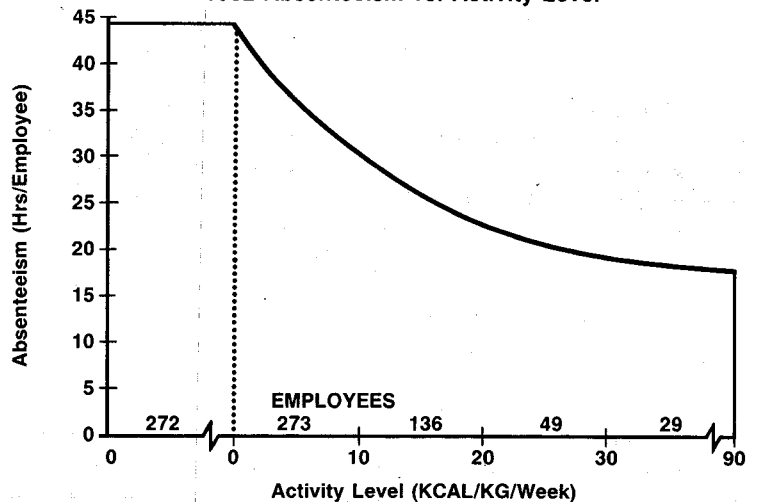
**MESA PETROLEUM CO.**  
1982 Medical Cost vs. Activity Level



Medical costs to the left of the : represent average costs for all employees who did not participate in the fitness program. Costs to the right of the : represent costs for fitness program participants, broken down by level of activity. Note how costs decrease and activity level increases.

Source: Employee Benefit Plan Review 11-83

**MESA PETROLEUM CO.**  
1982 Absenteeism vs. Activity Level



Absenteeism to the left of the : represent average hours lost by all nonparticipants in the fitness program. Absenteeism to the right of the : is for participants in the Mesa program, broken down by level of activity. Note how absenteeism decreases as activity level goes up.

Source: Employee Benefit Plan Review 11-83

## NEW PRODUCT AND SERVICE GUIDE

### Improve Your Golf Swing With Tillery's Computerized Driving Range

A computer to help you with your golf swing? Impossible? Not at all! Tom Tillery, president of Tillery's Golf Co., Whittier, has developed the only indoor computerized, automatic driving range in the country.

Tillery, a part-time golfer and owner of Tele-Sheen in Los Alamitos says, "Practicing at an outdoor range is difficult. The courses are not usually in good condition and without a pro, you don't know what you're doing wrong."

The computer can give you correct instant feedback. The automatic ball setter places the ball on the "Tee" or "Turf" for you. "With this system, you utilize muscle memory training which is the best way to improve your game," according to Tillery. Patrons have said that their games have improved, in some cases with only one or two sessions.

The indoor driving range at Tillery's consists of 16 practice tees. Each tee has a swing analyzer, an automatic ball setter and a net enclosure into which the golfer hits regulation balls. With this system, the golfer does not have to get out of position to tee up his or her ball, and the computer instantly shows nine points of vital information about the golfer's swing, such as club head speed, club face angle, club path and whether the club face contacted the ball with the toe, heel or sweet spot.

This information allows the golfer to experiment with different aspects of his swing, and then, when he finds the right combination, he can stay in position and "groove" his swing.

"The golfer can also hit more balls

per dollar with our system," Tillery said.

Tillery's has a staff of pro golfers available for group or private lessons. A private teaching room is also available, complete with a video playback to help analyze your swing. "We also invite pros to teach their students using our equipment," Tillery said.

Tillery is adding a life-like putting green and sand trap to enhance the realistic learning area.

These practice ranges can be installed in office buildings, shopping malls or recreation facilities of large companies.

In addition to the indoor driving range, Tillery's has a large and complete stock of golf equipment and clothing in their pro shop.

Tillery stated that the firm's future plans include worldwide expansion through franchises.

*Tillery's is located at 1820 W. Whittier Boulevard, at Beach Blvd., La Habra, California. For more information, call (213) 690-4432 or (714) 870-7763.*

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The NESRA

# NETWORK

**Associated Industrial Recreation Council/Burbank, California.** Meets the third Wednesday of the month. Contact Carol Unch—(818) 843-2858 or (818) 989-5770.

**Atlanta Area Employee Service and Recreation Association/Atlanta, Georgia.** Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/Austin, Texas.** Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/Santa Cruz, California.** Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/Columbus, Ohio.** Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

**Central Savannah River Area Employee Services and Recreation Association/Augusta, Georgia.** Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/Chicago, Illinois.** Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/Cincinnati, Ohio.** Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/Cleveland, Ohio.** Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(800) 547-6019.

**Metroplex Recreational Council of Dallas-Ft. Worth/Dallas and Ft. Worth, Texas.** Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Dayton Industrial Athletic Association/Dayton, Ohio.** Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/Denver, Colorado.** Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-5316.

**Employee Services and Recreation Inland Empire/Riverside and San Bernadino, California.** Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

**Employee Service and Recreation Orange County/Orange County, California.** Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/Erie, Pennsylvania.** Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/St. Louis, Missouri.** Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/Los Angeles, California.** Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/Phoenix, Arizona.** Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/Tucson, Arizona.** Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/New York, New York.** Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 489-5830.

**Iowa Recreation and Employee Services Association/Cedar Rapids, Iowa.** Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/Washington, D.C.** Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/Boston, Massachusetts.** Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/Houston, Texas.** Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Michigan Employee Services and Recreation Association/Detroit, Michigan.** Meets the second Wednesday of the month. Contact Elke Pont-Sholl—(313) 478-2613.

**Minnesota Employee Recreation and Services Council/St. Paul, Minnesota.** Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/Nashville, Tennessee.** Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/Warsaw, Indiana.** Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/Oakland, California.** Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/Rochester, New York.** Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/San Antonio, Texas.** Meets the second Wednesday of the month. Contact Ralph Puente—(512) 271-1100.

**San Diego Industrial Recreation Council/San Diego, California.** Meets the second Thursday of the month. Contact Susan Scanlan—(619) 280-0356.

**Seattle Employee Services and Recreation Association/Seattle, Washington.** Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/Toledo, Ohio.** Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/Santa Clara, California.** Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/Washington, D.C.** Meets the third Thursday of the month. Contact Kelley L. Rexroad—(301) 622-4400.

## CONFERENCES & EXHIBITS

**The 1986 NESRA Conference and Exhibit** will be held May 14-18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

**November 8-9, 1985.** NESRA Region V Conference and Exhibit. Thunderbird Motel and Convention Center, Minneapolis, MN.

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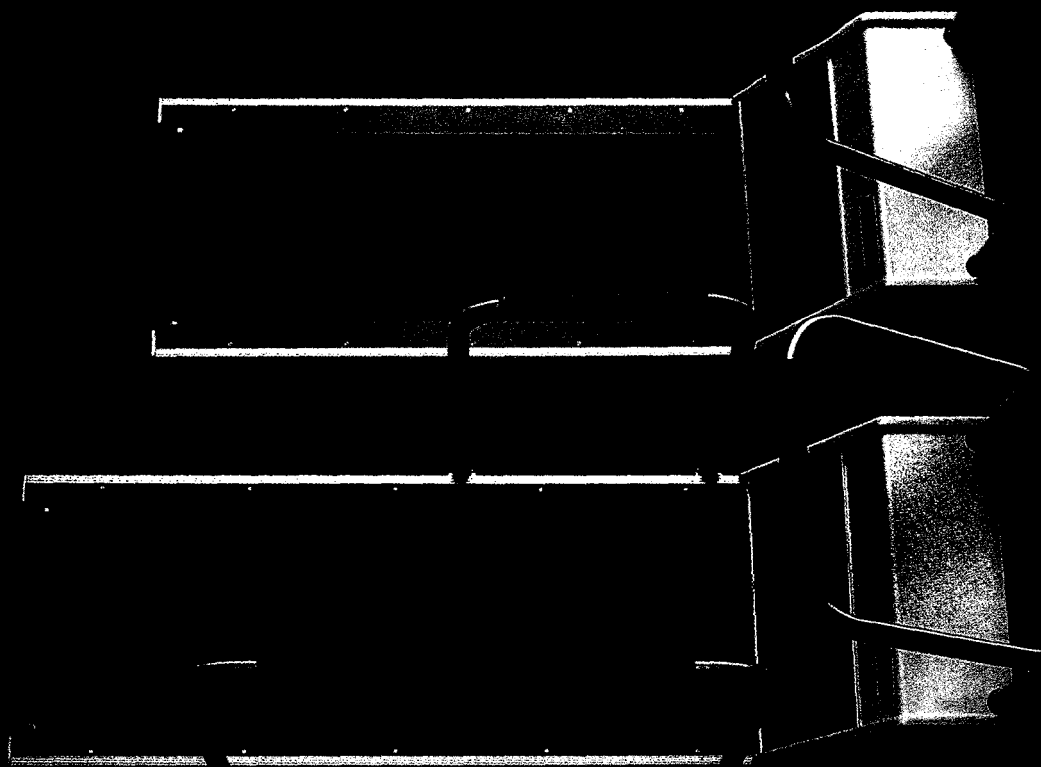
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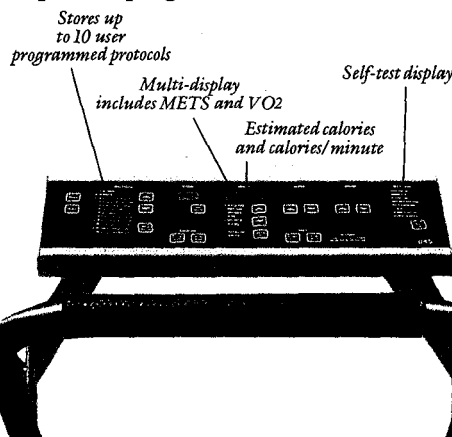
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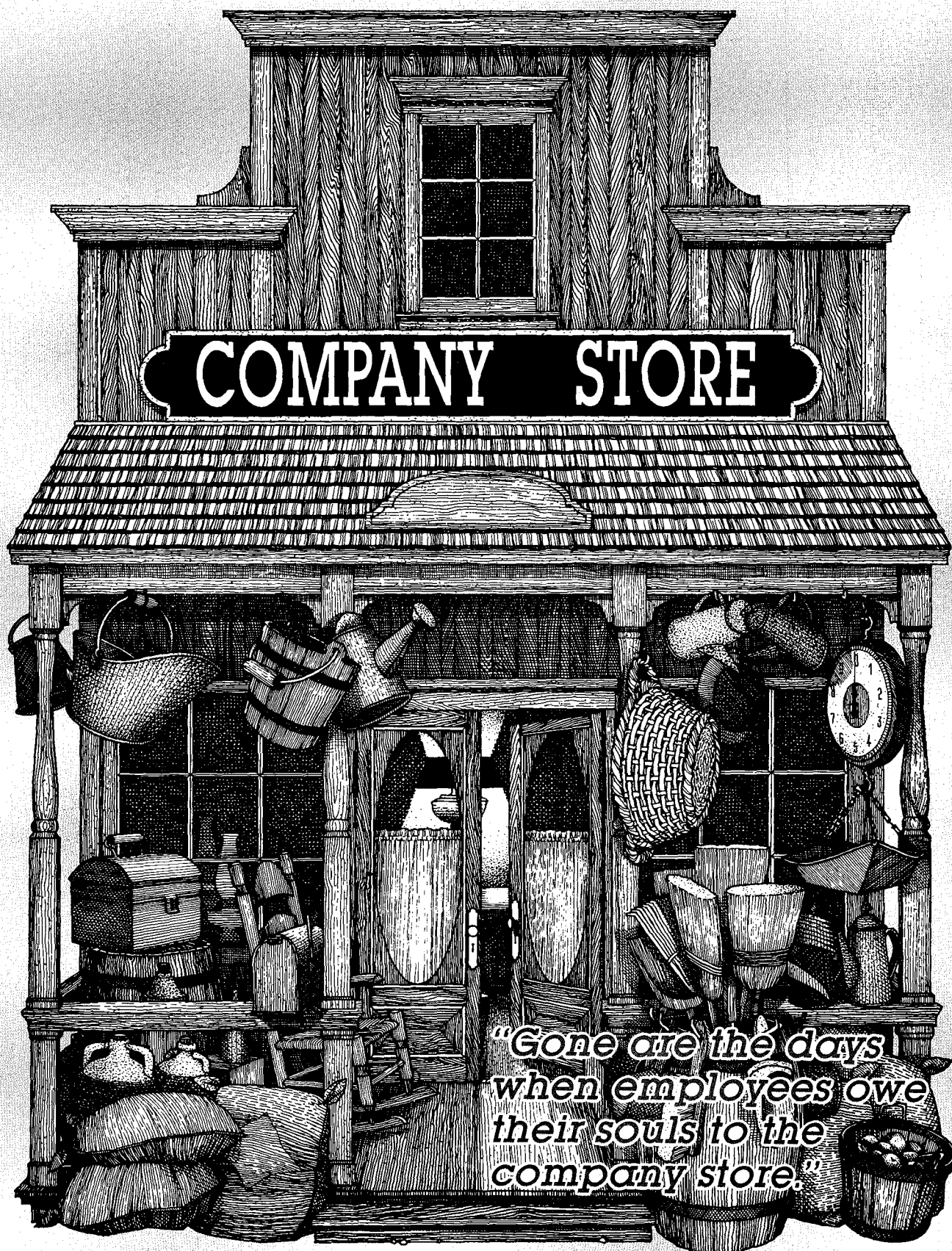
# Employee Services

JOURNAL OF EMPLOYEE RECREATION

Management

HEALTH AND EDUCATION

NOVEMBER 1985



*"Gone are the days  
when employees owe  
their souls to the  
company store."*



# NESRA

## Services and Activities

### Purpose

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### Services and Activities

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### Types of Membership

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

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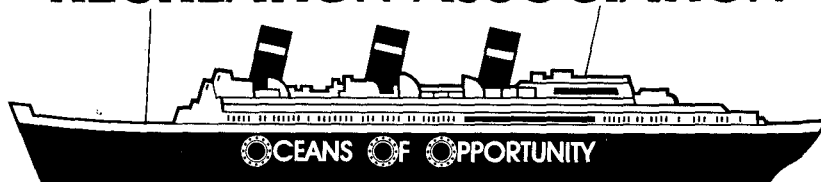
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For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

Nearly 3,500 companies throughout the United States, Canada and Mexico now call themselves NESRA members and practice what we preach. Through such human resources tools as employee assistance, fitness, sports, travel, education, pre-retirement planning and discount programs, they have realized the corporate benefits of employer-sponsored, non-negotiated benefits.

To tap into NESRA's information network, its publications, conferences, program consultation, awards, tournaments and ready-made discount programs, contact NESRA at 2400 S. Downing, Westchester, IL 60153, 312/562-8130 and join the rest of today's progressive companies who benefit from practicing what we preach and teach.

## NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION



**45th ANNUAL CONFERENCE & EXHIBIT  
MAY 14-18, 1986  
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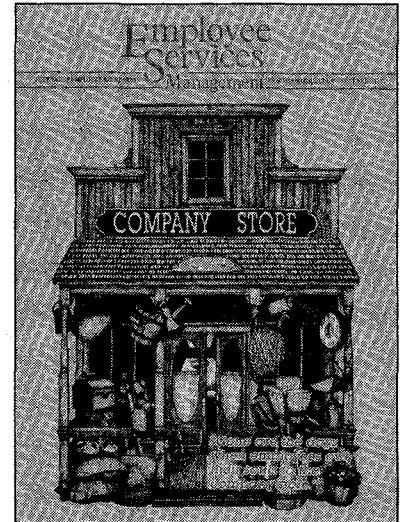
# EMPLOYEE SERVICES MANAGEMENT

Volume 28 • No. 9

## In this issue . . .

Company stores, first established in the 19th Century to provide workers and their families a convenient source for staples, are certainly not new to corporate America. However, the company store has changed considerably since the days when one was described in the lyrics, "I owe my soul to the company store." Today, the company store is a resource for generating revenue that can be put back into the recreation program in improved and expanded facilities. See the story on page 8.

The employee-employer partnership where both share in the responsibility of good health is one of the most valuable outgrowths of fitness programs. Programs which are fun are more popular than imposed classes and mandatory lectures. Because of these factors, the fitness trail concept is becoming well accepted across the U.S. For information about planning and evaluating fitness trails, turn to page 12.



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Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office.  
POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## Management Salaries Rebound Slightly

Middle-management salaries at U.S. companies rose an average of 6.8 percent in the past year, up from last year's 10-year low of 6.4 percent, according to a study by the Wyatt Co.

"Although average salary increases appear to be on the upswing, we still see many employers pursuing the relatively conservative pay practices of the past few years," notes a representative of Wyatt. "With the uncertainty of the current economic climate, many companies want to keep the brakes on compensation expenses for as long as possible."

This cautious attitude also shows up in the figures for merit increases. Merit increases granted to middle managers during 1984 averaged 6.4 percent of base salary, but companies set aside only six percent in this year's budgets. Projections for 1986 average 6.1 percent, according to the study.

Managers in human resources and public relations got the largest salary increases, averaging 7.3 percent. Marketing managers received the highest bonuses, which were 17.2 percent of salary, while manufacturing managers received the lowest, at 12.5 percent.

## Women in Management: It's Still a Man's World, but . . .

While less than ten percent of managers are female, their numbers are gradually increasing, according to a recent survey conducted by the Administrative Management Society (AMS), Willow Grove, Pa.

Published in the AMS magazine, *Management World*, as part of a report on women in management, the survey showed that of a sample of over 200 managers across North America, over two-thirds (69%) say there has been an increase in the number of female managers in their companies over the past five years. Even more (71%) expect to

see an increase in female managers during the next five years.

One reason for this is company endorsement of programs to promote the advancement of women in management, as reported by one-third of the responding companies. Most of these programs involve internal training and seminars, as well as outside seminars, as indicated by over three-quarters of those companies with programs for women.

However, as the survey notes, attitudes in the predominantly male-managed world still go against women moving into management. Over two-thirds of the female respondents (69%) said that it is harder for women than men to advance in their companies, largely because of males stereotyping females. And a substantial number of male managers (40%) agreed.

In an article accompanying the survey, psychologist Jean Haskell points out that men often want to fit women into three traditional female stereotypes—the "mother," the "seductress," and the "pet." If a female tries too hard to break these stereotypes, she is labeled an "iron maiden" and is avoided as being tough or dangerous, or written off as a "women's libber."

Further complicating the matter of stereotypes is the world of corporate politics, a game developed and run by men. According to Haskell, the rules of the game are based on three male standards: rigid, military-like management structures; a team-sports mentality; and the male "macho" culture. It is naturally easier for a competent, ambitious man to play by these rules and get ahead than it is for an equally competent woman, Haskell states.

Haskell goes on to outline rules of the game for women wanting to climb the management ladder. First, a woman must look, sound, walk and act like she is important enough for her company to move her up. Second, she must develop credibility by getting results. Third, she needs to develop connections with people who have power and know how to play the game. Finally,

says Haskell, a woman needs a strong ego, so she is not devastated when she gets criticized or when she loses.

Male and female respondents to the survey also offered a number of suggestions regarding how women could enhance their chances of moving up. One male suggested, "Don't try to act like a man," while another said, "Be prepared to work harder than a man." From the females, one woman advises, "Start early, build trust, develop contacts and keep your skills updated." Another concluded, "Nothing will be handed to you—be as good or even better than the man you are competing with."

The *Management World* report on women in management may be obtained at no charge by sending a 39¢ stamped, self-addressed business envelope to "Women in Management," Administrative Management Society, 2360 Maryland Road, Willow Grove, PA 19090. AMS is an international management association dedicated to improving the management of people, procedures and technology in the office.

## More Companies Try to Find Jobs for 'Trailing' Spouses

With the number of dual-career couples rising dramatically, personnel departments are beginning to see they have to make an extra effort to satisfy not only the candidates they're after but also their professional—"trailing"—spouse, too. They are circulating their resumes—even among their competitors—making introductions, arranging interviews and even finding or creating a position for the husband or wife in the same company.

"The trailing spouse is one of the major hiring issues across the country," said Richard Arvey, a University of Minnesota Industrial Relations professor. "The companies with formal programs, or at least those who show a genuine willingness to do what they can for their candidates with spouses

## NEWS IN BRIEF

in careers, have a clear advantage over those that don't in attracting candidates.

"Whether they actually find them a position is not as important as the effort they go to. Just knowing that the company will go to bat for your 'significant other' is very satisfying. And not just for spouses. It is equally important they don't sneer at unmarried couples."

Honeywell Inc. and Control Data, in absence of any companywide policy, leave any efforts up to the discretion and expense of the hiring department. General Mills, Inc., 3M, IDS/American Express Inc. and Cargill Inc. contract with CHART—a non-profit organization set up originally as a woman's career counseling center—at up to \$700 for each applicant.

"We provide area names and organizations to help spouses create a network of resources in their field," said

Donna Scudder, training manager at CHART. "Occasionally in our research we run across openings, but we are not a placement agency. Our primary concern is putting persons in touch with their peers who will know about job openings and possibilities."

CHART began its trailing spouse (TS) program in 1984 and has gotten a "very positive response. We are beginning to see a marked increase in trailing husbands," Scudder said. "The feedback we're getting through General Mills, for example, is that (our service) repeatedly has been a factor for them in landing the applicants they wanted."

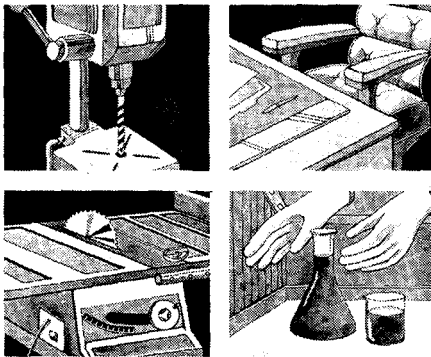
The TS program is a crucial ingredient in a productive work force for two reasons, Scudder said. One, it is an added attraction in the best candidate accepting the firm's offer; and two, if the couple is living in different cities, or is together but unhappy because one

is without the right position, it is bound to diminish productivity on the job.

Personnel Decisions Inc., a private firm, also offers a trailing spouse program. Roger Putnam, vice president, said response to their new program is starting off slowly. But national companies who are looking for MBAs and are frequently interested in the same applicants "feel this service provides the edge they need to win over the candidate," he said.

The trailing spouse phenomenon is not likely to slack off any time soon, notes Jeanne Brett, organizational behavior professor at Northwestern University's Kellogg Graduate School of Management.

"Already about 50 percent of the country's women are in the work force," Brett said. "And in managerial departments where women are still in the minority, their numbers are not nearly



### Can you pick out the greatest employee health hazard?

If you picked one of the machines you're wrong. It's the desk and the swivel chair that have been called the greatest occupational health hazard of modern times. Why?

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"On our dual career nights you wouldn't believe the number of students that show-up—about an equal number of men and women, many of them single and without even prospects for marriage," Brett said. "But they come because they realize how likely it is that they will be part of a dual-career marriage."

## Japanese Women Live Longest

Population tables recently released by the Health and Welfare Ministry in Tokyo show that Japanese females born in 1984 can expect to live 80.18 years, while males born in 1984 have a life expectancy of 74.54 years. These are the top rates in the world.

According to Japanese statistics, Swedish women rank second in average life expectancy, with 79.61 years. Icelandic women are third, with 79.45. As of 1982, the life expectancy is 78.2 years for U.S. women and 70.9 for U.S. men. Except in India, where pregnant women die at an abnormally high rate, women everywhere outlive men.

## How to Make Better Presentations

Are you more likely to listen carefully to a presentation in the middle of the morning on Tuesday or to one at 4:30 Friday afternoon? Will you pay more attention if the visuals are clear and easily seen, or if you have to strain to seen confusing charts?

The answers to these questions may be obvious, but according to Washington, DC-based communication consultant Janet G. Elsea they are frequently overlooked when it comes time to make presentations.

In the September issue of *Personnel Journal*, Elsea outlines strategies for making effective presentations that are more likely to meet the presenter's goals. According to Elsea, the variables in any presentation should be tailored to suit the particular audience being addressed.

Elsea recommends learning as much as possible about the audience before beginning the presentation. Is it likely to be friendly or hostile? Are members already interested in the topic, or will they have to be persuaded the subject is interesting? Elsea asserts that most audiences can be assigned one of four different categories, and offers suggestions for dealing with each.


- **The audience that loves you.** The easiest presentations are those to audiences that have decided ahead of time that they love you. In such cases, capitalize on that affection; make your delivery warm and open. Use lots of eye contact, ample gestures and varied tone and loudness. Interject humor. Try asking for ideas mid-stream, and urge action.
- **The audience that thinks it's impartial.** Although most people approach topics with their minds made up, they often think they are being impartial. Honor that perception by presenting both sides of the issue. Because people think they are calm and dispassionate, your delivery should mirror that attitude. Be serious; don't waste time with humor or personal anecdotes. Rely on statistics and facts, not flashy graphics. Allow time for a question and answer period—give them the chance to offer their opinions.
- **The audience that could care less.** The audience that could care less must be persuaded that the material is worth their time. Delivery, therefore, is everything. Make lots of eye contact, change your intonation and

loudness level and rely on gestures. Entertain them; use humor, cartoons, colorful visual aids, powerful quotes and startling statistics. DO NOT darken the room, hide behind a podium, use tedious charts or ask them to read a handout. Organize the material with a built-in interest factor, such as cause/effect or problem solution. Avoid historical overviews or pro and con presentations.

- **The audience that loves you not.** The hostile audience may be looking for the chance to take control of the presentation or ridicule you. Your immediate goal, therefore, is to calm them down. Delivery and content must work together. Be calm and controlled. Speak slowly and evenly. The organization should be inherently noncontroversial: historical, geographical or topical. Avoid the cause/effect and problem/solution pattern. Avoid humor and anecdotes. If possible, don't include a question and answer period. If you must take questions, retain control of both the time (never let the other side have the last word) and format (insist on a moderator or written questions).

In addition to tailoring presentations for these categories, Elsea offers some general guidelines to help maximize the impact of presentations:

- Most people are at their best in the morning and at their worst right after a meal.
- Those who speak first or last are remembered better than those who speak in the middle.
- Keep room temperature cool and comfortable.
- Arrange seating so that everyone has a clear view.

Using these audience-tailored strategies will improve your chances of making a good impression and of being heard. Remember: There are no boring topics, only boring speakers. 



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Employee Services Management

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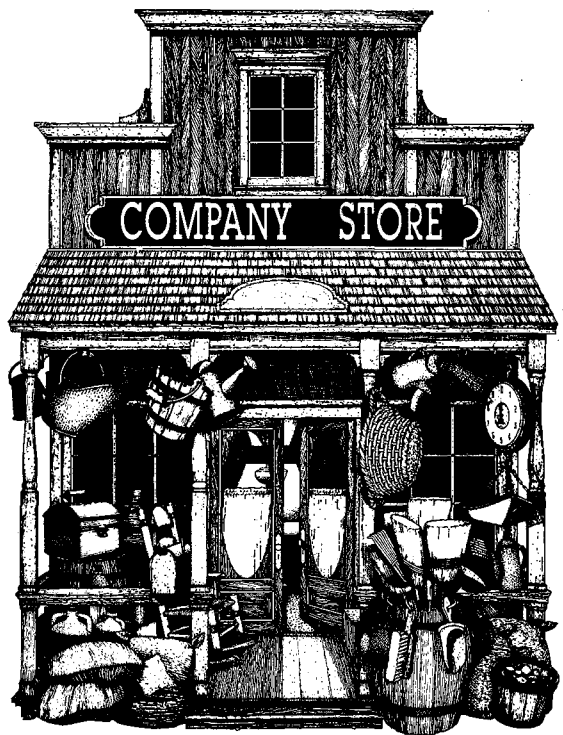
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# So You Want to Start a Company Store?

By Bob Pindroh



**C**ompany stores are not new to corporate America. Originally established in the 19th Century to provide workers and their families a convenient source for purchasing staples, company stores today have become a valuable vehicle for promoting pride, loyalty, and identity among employees. Today's company store is far different than the one depicted in the lyrics "I owe my soul to the company store." It is a tremendous resource for generating revenue that can be put back into the recreation program in improved and expanded services and facilities.

## Starting a Company Store—A Big Decision

There are many pros and cons that must be examined before deciding to establish a company store. Company stores can provide a significant increase in revenues, services and savings to employees, as well as visibility and exposure to the organization. On the other hand, a company store requires increased space, staffing, equipment and security; all of which can add substantial costs in relationship to the overall recreation and employee services program. Before embarking on a company store program, these and other areas must be examined to determine if the

pros outweigh the cons. It is not only a big decision—it is a bigger commitment.

## Philosophical Basis

It has been said that "if you do not know where you are going you'll end up somewhere else." Starting a company store without a sound operational philosophy can result in lack of direction, confusion and frustration. Goals and objectives must be established. A sound philosophy is the "hub" around which decisions will be based affecting: inventory controls, staffing, space, equipment, security, pricing, operational policies, and cost controls. Considerable care should be taken when determining this philosophy. After all it will be the basis for the decision-making process. Will the store be incorporated or not? Will it be operated for a profit or merely a service? What type of merchandise will be carried? Logo items? High cost items? How will inventory be valued? The guidance of

top management, company attorneys, accountants and tax specialists can be of valuable help when establishing your operating philosophy. In addition, utilizing the resources available through NESRA and other companies can also be very helpful.

Once the philosophical basis has been established decisions can be made regarding the development of the company store.

## Setting Up the Store

When setting up the store considerations must be given to staffing, facilities, equipment, fixtures and security.

There is no magic formula for determining the number and type of staff members needed to adequately service customers and keep the store operational. Hours of operation, services offered, cost, and profit margin sought are determinants of staff size. How many cashiers, clerks, stockroom attendants, accounting, and maintenance personnel are needed? Whatever the number

or type of staff selected they should be friendly, knowledgeable, honest and enjoy servicing people.

Thoughtful consideration must be given to space and location. The store should be located in a prime employee traffic area such as near the credit union, cafeteria or main entrances. Plenty of parking should also be adjacent to the store. In addition, it should have easy access for vendors and family members. Stores located inside large plants behind guarded gates can be a deterrent for customers. Adequate space should be provided for displaying merchandise, storage, employee flow and growth. How much space is adequate? That will be dependent upon your philosophy, merchandise carried, and services you'll offer. Naturally, the more space that can be acquired the better, even if it seems too large for your present day needs. Experience has shown that you will soon fill the space as your store becomes better known to your employees.

Proper equipment is necessary to carry on store functions. Careful thought must be given prior to purchasing cash registers, calculators, miscellaneous items (e.g., pricing guns, vacuum cleaners, typewriters, lettering machines, etc.) computer and even a safe.

Display fixtures are an important part in merchandising the operation. Shelv-

ing, display cases, clothes racks, mirrors, tables, counters and gondolas should be attractive, clean and complimentary to the items shown. Retail stores that are remodeling or going out of business are excellent sources for purchasing fixtures at a substantial savings. In addition, some vendors will provide display cases at no cost for carrying their merchandise.

Security must be a prime factor when setting up the store. Alarm systems can be costly but are a valuable tool in keeping merchandise from "walking out the door." In addition, how and where merchandise is displayed can be a deterrent to shoplifting. Valuables such as jewelry, radios, televisions and computers may need to be kept behind counters and under lock and key or constant vigilance.

### Merchandising the Operation

Once the company store is set up, equipment and fixtures purchased, and security systems in place, the store manager must merchandise the operations. This individual will need to determine what items will be carried and how they will be classified. At the LERC Employee Store in Burbank, California, merchandise offered is:

- Books/Pictures/Posters: These items all relate to the aircraft man-

ufactured by our company.

- Clothes: T-Shirts, caps, jackets, hosiery, ties, belts, wallets.
- Cosmetics: Perfumes, nail polish, beauty aids.
- Gifts: Toys, stuffed animals, candy certificates, lamps.
- Housewares: Small appliances, coffee cups, pots and pans, dishes.
- Jewelry: Fine and costume, pens and pencils, watches.
- Models: Desk and plastic kits.
- Photo: Film processing, film, batteries.
- Electronic Equipment: Radios, recorders, calculators, tapes.
- Vitamins: A full line of vitamins and health aids.
- Miscellaneous: Tickets, food items, meat and fish orders, other non-taxable items.

### Merchandise and Vendor Selection

Wise selection and purchasing of merchandise is of paramount importance to the success of any store. Poor selection can leave merchandise sitting and money tied up. Conversely, rapid turnover can improve cash flow, lower inventory, and increase profits.

Trade shows and exhibits are an ideal way to gain exposure to a wide variety of merchandise and vendors. Visiting other company stores, retail shops and shopping malls will also help the store manager see what is selling. In addition, most sales representatives can provide valuable information regarding the type of merchandise that you should carry. They want you to be successful so you'll continue to buy from them.

Before purchasing from any vendor, it is recommended you keep the following in mind:

- What is the vendor's background and reputation?
- What services can the vendor provide in addition to the merchandise sought?
- Is the vendor price competitive?
- Does the vendor have adequate inventories to meet our requirements?
- What is the quality of the merchandise being offered?



*When setting up the company store, considerations must be given to staffing, facilities, equipment, fixtures and security.*

# Company Store

- What return policies does the vendor offer?
- How soon can I receive the merchandise after I order it?
- Can I receive the merchandise on consignment?
- What are the vendor's terms? Is a discount available for early payment?
- Is cooperative advertising money available?
- Can I return merchandise that doesn't sell for full credit?
- Will they partially inventory merchandise for you?

In addition you should:

- Know what you want and how much you can afford to purchase.
- What items are selling and are successful elsewhere.
- Know where the merchandise will be displayed.

## Inventory Control

After purchasing the needed merchandise the store manager must be able to control inventory.

This can be a real nemesis. A method for recording merchandise received and taking inventory must be developed to insure an accurate accounting of all merchandise in an efficient manner. An inventory count can be taken quarterly or semi-annually.

Establishing a system for placing a value on inventory must also be considered. Help should be acquired from your internal auditing department or an independent C.P.A. However, the store manager must be knowledgeable of the various methods available. Terms such as FIFO, LIFO and weighted average should not be foreign to the store manager.

Decisions must also be made as to how much inventory will be kept on hand, what type of merchandise will be purchased, and who will supply that merchandise. Policies need to be instituted regarding handling consign-

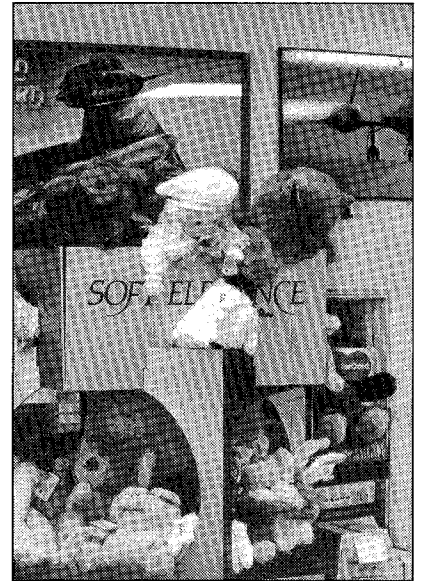
ment merchandise, selecting vendors, and disposing of slow moving merchandise.

## Merchandise Pricing

The first objective of any business is to stay in business. Whether it is established as a non-profit or not, an organization must operate at a profit. Pricing of merchandise must reflect sufficient profit to insure success of the store. The amount of profit will be dependent upon the pricing of goods.

Mark up on goods may vary from as low as 10 percent to as high as 100 percent (keystone). The store manager may want to develop a pricing schedule for goods sold. The schedule can reflect a mark-up for the various items. For example, clothes, 20 percent, housewares, 15 percent, etc. The mark up should be according to current pricing conditions in your area. After all you don't want to price yourself out of business.

Pricing should reflect the cost of goods sold, transportation and handling charges, credit card fees, and a sufficient amount of overhead costs. The



*Some vendors will provide displays at no cost to the customer.*

difference between these items and your selling price will equal your profit.

At the LERC Employee Store everything is priced well below suggested retail in order to maintain a discount image. Yet, the pricing is such that a respectable profit is generated. Most items are discounted 15 to 20 percent above wholesale.



*Merchandise that advertises the company name and products enables the employee to demonstrate pride in and identify with the company.*

The company store manager may not price all merchandise for a profit. These items, known as loss leaders, may be priced at cost or even less in order to draw customers in hopes they'll purchase something else. Old merchandise may also be marked at a loss in order to remove it from inventory and receive some return on it.

## Sales Promotions

Sales promotions are excellent gimmicks for increasing sales and hence profits. A popular one at the LERC is to give away a tie-tac with the purchase of a tie. The price mark up on the tie more than allows for sufficient profit on both items. Other promotions could be offering a free cup of coffee for everyone who buys a coffee mug.

Whatever items you are promoting they need to be given high visibility. The better the location, and arrangements, the better the sales.

## Operational Policies

Supporting the entire store operation should be a variety of policies designed to insure efficiency and service to your customers. These policies should cover:

- **Hours of Operation**—These should be well publicized. There is nothing worse than a potential customer coming to your establishment for the first time only to find out you're closed.
- **Discounts**—As discussed earlier, depending upon the profit sought, discount pricing for various items needs to be firmly established to maintain a respectable profit.
- **Returns**—This policy should be clearly understood and published. At the LERC we give each customer a copy of our return policy with the merchandise they purchase.
- **Credit Cards/Lay-A-Way Plans**—Careful thought needs to be given here. Such plans can be beneficial and also costly.

- **Mail Orders**—At the LERC we do a substantial mail order business to other Lockheed company stores, collectors and retirees. Consideration needs to be given on how payments are to be handled, merchandise shipped, and customers serviced if they receive a product that is damaged in transit.
- **Gift Certificates/Special Orders**—Gift certificates are very popular among our company departments as rewards for various jobs well done. Special orders can enable you to broaden your merchandise line without the expense of inventory.
- **Payroll Deduction**—Very popular in most company stores. Having this program available can significantly increase sales; however, thought needs to be given to credit limit available, payback schedule, and collecting on terminated or laid-off employees.

**Operating a company store is a challenge. Properly managed they can be a real boost to our recreation programs.**

Operating a company store is a challenge. Properly managed they can be a real boost to our recreation programs. They provide high visibility for all services offered and can provide revenue to expand programs and facilities. The company store also provides a vehicle whereby employees can express pride in their company (purchasing and wearing company logo items), save money, and stretch their paycheck, all at a convenience. Gone are the days where employees "owe their souls to the company store."

*Robert A. Pindroh is Executive Director of the Lockheed Employees' Recreation Club, Burbank, Ca.*

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# Follow the Trail to Fitness



by Kathy Bower

**F**itness, wellness, and health promotion are today's buzz words in a healthy corporation. All across the nation, employee fitness programs are on the rise. These programs increase worker satisfaction, productivity, morale, and company involvement. Whether these consist of aerobics classes, indoor weights, exercise machines or outdoor fitness trails, they are a tangible display of a company's caring attitude. Employers are recognizing that healthy, productive employees are an obtainable goal.

One of the most valuable outgrowths of fitness and wellness programs is the employer-employee partnership where both share in the responsibility of good health. Programs that stimulate employees to be responsible health care partners are more popular than imposed classes or mandatory lectures. Programs which are fun stimulate comradery and from the onset have a built in success.

Fast growing in popularity is the fit-

ness trail concept. Fitness trails originated in Switzerland in the late 1960s and quickly spread to the U.S. The systems consist of signs and apparatus spaced at intervals along a walking or jogging path. The signs guide the user through a series of scientifically designed exercises. One of the main benefits is that fitness trails are fun and encourage healthy outdoor activity. Aetna Life and Casualty, Middletown, CT, has a fitness trail for use by employees. Dick Watson, Administrator of Corporate Fitness states, "The Fit-Trail® is an integral part of our health and fitness promotion program. It is a fun way to encourage fitness for our employees." The scenic view on the mile trail encourages participation.

R. R. Donnelley and Sons, Warsaw, IN, installed a fitness trail in response to employee suggestions. Betty Atchison, Activities Director at R. R. Donnelley and Sons states, "Our employees asked for a fitness trail. We are conscious of today's lifestyle and its effect on disease. The Fit-Trail® gives a feeling of belonging and has created a good attitude towards the company." Corporations like R. R. Donnelley and Sons and Aetna Life and Casualty are reaping the benefits of a healthy employer and employee partnership. The companies care and have provided tangible means to improve health in a fun way.

There are several practical considerations that companies should evaluate when they consider a fitness trail. Careful planning and comparison shopping is recommended.

- Cost and Value of Equipment
- Exercise Routine

- Land Utilization and Installation
- Service and Guarantee

## Cost and Value of Equipment

The cost of a fitness trail varies from five to ten thousand dollars exclusive of trail preparation. Most systems have wood and metal components. Strength and durability of wooden components are essential to a good system. Systems are built of redwood, fir, cedar, and pressure-treated pine. For a long lasting, economical, and insect resistant system, use components that are CCA pressure-treated pine. Also compare the sizes of members utilized in the trail. Look for components made with boards larger than 2" in diameter, to withstand overloads associated with fitness trail use. Manufacturers' warranties are a good indicator of safety and reliability. Also keep in mind the hardware utilized in the system. Look for large diameter bolts and heavy duty pipe. Galvanized or zinc coating offers superior rust resistance and will not chip off when scratched.

## Exercise Routine

When shopping for a fitness trail, pay careful attention to the exercise routine. Look for a sensible, well-balanced, carefully designed program incorporating stretching, strengthening and cardiovascular conditioning exercises. Heartbeat monitoring stations should be specified to monitor the progress of participants of all ages and fitness levels. Some fitness trails on the market offer separate component purchases, but well-balanced conditioning

systems are a better buy and assure the purchaser and user of a planned program.

### Land Utilization and Installation

One of the attractive features of fitness trails is their ability to utilize perimeter land and small spaces. Some models are designed for trails ½ to 1½ miles while others can be clustered into fitness centers about half the size of a tennis court. Although many companies install fitness trails on their own property, frequently they are installed in nearby public parks or other public property. When no corporate land is available, the company usually purchases the system and the local park authority accepts the system, installs it, and maintains it as it would other park equipment. This further enhances the company's public image as an integral part of the community.

Fitness trails are frequently installed by corporation maintenance—landscape departments or are installed by small general contractors.

When choosing a system, look for a fitness trail that has factory assembled signs and apparatus that is pre-cut and pre-drilled. Bill Castro, President of Playgrounds Unlimited notes, "because of the quality and the pre-assembly of the sign frames, our installation time was cut in half." Complete installation manuals are usually available from the manufacturer. Most installations require about 100 man hours.

If a trail surface is desired, it can be simple or elaborate depending on the availability of funds. Many users choose to leave natural grass for the running surface. To enhance the appearance of the entire course and add to its all-weather usability, a clearly defined trail surface may be installed. Recommended trail materials include black top,

crushed stone, coral, cinders, or wood mulch.

### Service and Guarantee

When comparing fitness trails, look for a company who is responsive, prompt, and knowledgeable. Some manufacturers such as SouthWood Corporation, Charlotte, North Carolina, offer design suggestions and recommendations on layout. They also offer promotion and publicity advice at no obligation. Always compare after-sale follow-up and guarantees which are an indication of the integrity of the company and the life expectancy of the product.

Fitness trails offer corporations a unique opportunity to enhance the employer-employee relationship. Ernest Dwight, President of SouthWood Corporation reports a growing number of inquiries from corporations. "Our inquiries from corporations have become so numerous that we now have an entire department that deals only with the corporate and office park industry." Corporations interested in finding out more about fitness trails can contact SouthWood Corporation at 800-438-6302.



*Kathy Bower is the Corporate and Office Park Representative of SouthWood Corporation in Charlotte, North Carolina.*

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## DEVELOPING A SUCCESSFUL HEALTH PROMOTION PROGRAM

by Susan E. MacConnie, Ph.D.  
and Alice M. Oddo

**A**s most employees realize, health care costs are on the rise. One reason for this is the increase in life-style disorders. Unlike the turn of the century when infectious diseases were the major causes of ill health, today's diseases are related primarily to life-style (smoking, poor nutrition, physical inactivity, stress). Relying on the medical system to "cure" the sick is no longer adequate. Prevention of disease is increasingly more important. As a result, the ability of an employer to contain health care costs is related to the employee's awareness and adoption of risk reducing, healthier life-styles. Consider the following:

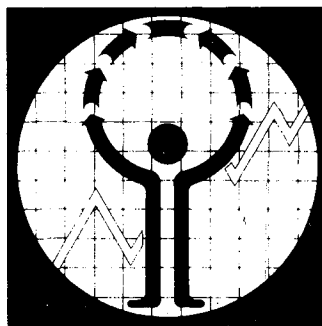
- Cardiovascular disease annually costs the U.S. economy \$180 billion.
- The annual economic cost of cigarette smoking amounts to \$47.5 billion.
- Each year \$30 billion is lost due to illness attributed to poor nutrition.

In an effort to contain soaring health care costs, many companies are considering the development of health promotion programs. The task is complex, especially for companies that are unsure about where to begin. Questions, such as the following, are frequently raised.

- What is a health promotion program?
- How do we develop a health promotion program?
- How do we successfully implement the program?
- How do we evaluate the program?

This article will address these concerns. What follows is a guide for developing a successful health promotion program.

A health promotion program can enhance the health of the employee and



**Careful planning is the first and most important step.**

the employee's family. In general, a health promotion program should emphasize the concept of taking personal responsibility for health. This can be accomplished in several different ways including hands-on assessments, health education, health awareness presentations, and physical activity programs.

### Organization

The success of a health promotion program is determined even before the first meeting is held. Careful planning is the first and most important step. A well thought-out, goal-oriented, and coordinated program will be much more effective and successful than a program that is fragmented. Employee involvement is essential during this organizational phase.

The organizational phase includes the following:

- **Advisory Committee:** This committee should be composed of department heads, supervisors, and

staff. One of the most important points is to have complete corporate and employee involvement. This should be viewed as the employees' program.

- **Needs Assessment:** This is a good health awareness raising tool for employees and employers. Two different assessments should be utilized. An employee needs assessment to determine interest in specific programs, and a corporation needs analysis to determine the needs of the employer related to health care costs. The employer needs—assessment helps the employer determine what areas should be addressed first.
- **Goal Setting:** Once corporate needs and employee interest have been determined, short and long term goals should be developed by the advisory committee. For example, a short term goal may be to increase employee awareness of the importance of a healthy life-style through a series of monthly seminars. The long term goal might be to have a fitness center staffed with professionals so employees can put their new knowledge to use.
- **Integrate/Coordinate:** As the program is being planned, keep in mind that it should be an organized, total package. The programs offered should complement one another and contribute to the achievement of your pre-determined goals. A schedule of events should be formulated up to a year in advance. This permits effective planning and advertising for the entire health promotion program.

Once the organizational phase has been completed, implementation can

begin. The second phase includes the following:

- **Publicity:** Pre-orientation publicity is essential to alert your employees and stimulate their interest in the health promotion program. The publicity should include posters, articles in newsletters, flyers and announcements at staff meetings. One of the first employee involvements would be naming the program and creating a logo. This could be addressed at the first meeting to help stimulate total employee participation.
- **Orientation:** An orientation meeting should be held to explain the entire health promotion program. Ideally, this should be conducted on company time.
- **Assessments:** To determine present health status of your employee and also to raise health awareness, a variety of tests could be made available. These could include blood pressure screening, health risk appraisals, diabetes check, and fitness evaluations. These assessments can help stimulate employee interest as well as identify high risk employees.

### Follow-Up

To insure continuity and sustain employee participation, continuous follow-up is essential. This third phase should not be overlooked. Two important components of this phase include the following:

- **Evaluation:** All aspects of the program should be evaluated to determine if the bottom line variables are affected (i.e., absenteeism, productivity, and medical/injury claims). The evaluation process should be established prior to implementing the program.
- **Communication:** Continuing communication is essential to alert employees of up-coming events. Regularly scheduled health/fitness

advisory committee meetings are necessary for continued support of the program. The matrix approach is an excellent method to involve all employees.

The above is a sample of how a carefully planned, well-integrated health promotion program should be designed. Your program can be as simple

as paycheck stuffers and booklets or as elaborate as an on-site fitness facility. In either case the program should be well organized. ☺

*The authors are employed by Thomas B. Gilliam Enterprises, Twinsburg, OH. Susan E. MacConnie is Corporate Director of Fitness Testing. Alice M. Oddo is Corporate Director of Sales.*

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# To do or not to do

Try this test on the whys and whens of delegating. Or, have someone take it for you.

One of the most important jobs a manager has is knowing what *not* to do—that's delegation. Delegation is an integral aspect of participative management and it takes a lot of practice.

However, managers often find lots of reasons not to delegate. They think they can handle tasks better themselves. They think it takes more time to explain the job than to actually do it. They're afraid a subordinate could foul up, or even worse, show them up. Sometimes, they just don't know how.

Dale McConkey has lots of reasons why managers *should* delegate. McConkey is a professor of business at the University of Wisconsin and has written a number of management books including *No-Nonsense Delegation*. He also gives seminars on the art of delegation.

He defines delegation as "The achieving by the superior manager of definite, specified results—results which have been determined previously based on a priority of needs—by empowering and motivating subordinates to accomplish all or part of the specific results for which the superior has final accountability.

"The three prime requirements of this definition are: 1) The specific results for which the subordinates are accountable are clearly delineated in advance in terms of output required and time allowed; 2) Specific authority is tailored to the output required and, 3) The subordinates' progress is monitored continuously during the time period so that control is maintained and corrective action is possible."

Among the points McConkey stresses in his seminars are:

- 1) Establish and use broad controls. Maintain control without stifling the subordinate.
- 2) Let others make mistakes.

3) Give up authority to make decisions that can be best or properly made by subordinates.

4) Give other people's ideas the opportunity to be discussed and tried.

As part of his no-nonsense delegation seminar, McConkey includes a Management Inventory on Delegation quiz that he and Dr. Donald L. Kirkpatrick have put together. The test measures a manager's reactions to various approaches to delegation. The quiz and answers follow.

“

**One of the most important jobs a manager has is knowing what not to do—that's delegation.**

”

### Management Inventory on Delegation

by Dr. Donald L. Kirkpatrick and Prof. Dale D. McConkey

Answer "A" if you agree and "DA" if you disagree

1. Delegation always saves time for a manager.
2. The higher the manager is in the organization, the more time he/she should devote to the organization.
3. When making a decision, the manager should do it him/herself in order to be decisive and save time.

4. The higher the level in the organization, the more time the manager should spend on planning.
5. Priorities should be determined prior to delegating.
6. Delegation should be on an "ad hoc" rather than advance basis.
7. The only justifiable reason for delegation is to get a job done quickly and accurately.
8. A manager should pick a successor at the earliest possible time and prepare that person to take over his/her job.
9. If a manager is able to handle his/her entire job effectively, there is no reason for delegation.
10. Delegation should be accompanied by a clear explanation of the degree of authority that the subordinate is given by the manager.
11. When delegating to a subordinate, a manager should make it clear the reporting he/she wants from the subordinate.
12. If the subordinate fails to satisfactorily perform a job that is delegated to him/her, the manager should not delegate the same or similar job to him/her in the future.
13. An important reason for delegation is to train and develop the subordinate.
14. In deciding to whom to delegate, the manager should always pick the most qualified person.
15. Delegation should always include the results to be achieved as well as the activities to be performed.
16. When delegating, a manager should always be sure that the person can do the job.



## MANAGER'S MEMO

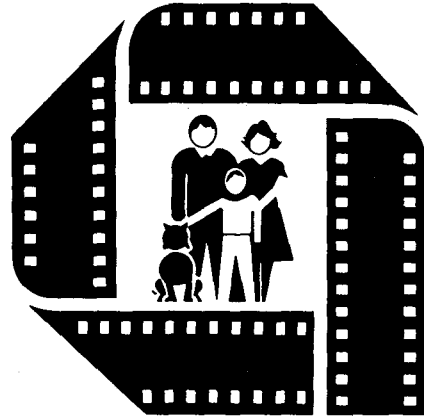
17. A manager should not delegate any of the most important aspects of his/her job.
18. A good rule in delegation is to delegate only those items which the manager does not like to do.
19. Delegation means that a manager asks a subordinate to do something that is normally part of the manager's responsibility.
20. Delegation should always provide frequent points of control so that progress can be monitored.
21. Delegation means the same as job assignment.
22. Delegation involves only two levels of management—the superior and subordinate.
23. Managers should set reasonable and challenging objectives for their subordinates to achieve.
24. Delegation can be an effective means for determining potential for promotion.
25. Delegation can be an important means for motivating subordinates.
26. When delegating, a manager must allow the subordinate the "right to be wrong."
27. A manager who has to take work home on a regular basis does not delegate enough.
28. A high-level manager should constantly know what subordinates are doing.
29. In selecting people for delegated tasks, a manager should be careful to spread them evenly among all subordinates.
30. The more that a lower-level manager delegates, the better executive he/she will be.
31. Delegation always flows from a higher to a lower level.
32. Final responsibility for the work cannot be delegated to a subordinate.
33. On the average, it requires about three years to move from "under delegating" to adequate delegation.
34. A good definition of authority is "the power or right to act."
35. Delegation requires the subordinate to have "the right to be heard."
36. Delegation cannot be effective unless the subordinate is allowed to do what he/she wishes.

### SCORING KEY

1. DA 2. DA 3. DA 4. A 5. A 6. DA 7. DA 8. DA 9. DA 10. A 11. A 12. DA 13. A 14. DA 15. DA 16. DA 17. DA 18. DA 19. A 20. DA 21. DA 22. DA 23. DA 24. A 25. A 26. A 27. A 28. DA 29. DA 30. DA 31. DA 32. A 33 A 34. A 35. A 36. DA

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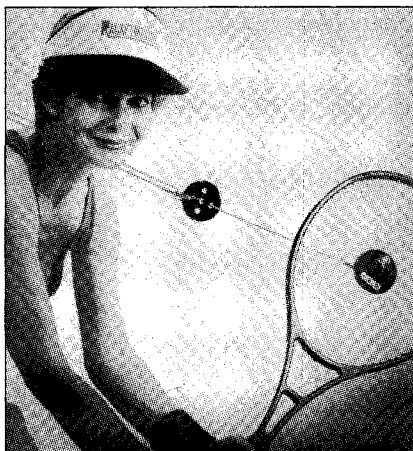
*For more information, contact Childcare Management Services, Inc., 222 Edgewood Rd. NW, Cedar Rapids, IA, (319) 390-3396.*

### "Racketmaster" Designed to Build Racket Strength

Racketmaster is designed to exercise those muscles directly involved in your racket shots, says Duff Industries. Racketmaster's primary purpose is to develop muscles in the back, shoulders, upper arm and wrist which are used in all racket strokes for a stronger shot through the ball.

Racketmaster consists of a racket head

connector that attaches safely to the strings of any racket, an elastic cord with a variable strength adjuster leading to an anchor loop that can be attached to any stationary object allowing Racketmaster to go anywhere you go.



Racketmaster is a product of Duff Industries, 10101 Linn Station Road, Suite #360, Louisville, KY 40223. Call (502) 423-7349.

### New Retirement Planning Kit Available from RAI

"Securing Your Financial Future," a new publication package for distribution to employees who are thinking about retirement, has been published by Retirement Advisors Inc. (RAI).

The package consists of four publications on finance, estate planning, insurance and savings & investments, which provide employees with answers to some key questions about retirement planning and give them more flexibility in enjoying their retirement years.

Copies of the package are available for \$7.00 each from RAI, 919 Third Avenue, New York, NY 10022. Interested companies are invited to send for copies to help them get a better return on their investment in pension and benefit plans for their employees. Call (212) 421-2400 or (212) 599-0652.

### Medcom Releases Health Promotion Films

Just in time for the holiday season, Medcom, Inc., releases three films on smoking, weight and stress reduction designed to assist health promotion facilitators. Communicated through the antics of the members from the acclaimed comedy troupe "The Groundlings," these films help to trigger the behavioral responses needed to make positive lifestyle changes.


By combining clinically based information with the off-beat humor of "The Groundling" members, Medcom provides the viewer with an effective and entertaining method for inducing smoking, weight and stress reduction.

Accompanied by a comprehensive leader's guide which includes suggestions for effective use of the films, learning objectives and recommended group discussion questions, these films address the underlying attitudes which prevent or delay people from making constructive changes. They are designed to excite people to the possibility of changing the behaviors that undermine health.

"A Weigh Out" addresses the issue of weight reduction by following the adventures of the average American overeater through a carnival of diet plans, food-shopping sprees and exercise classes.

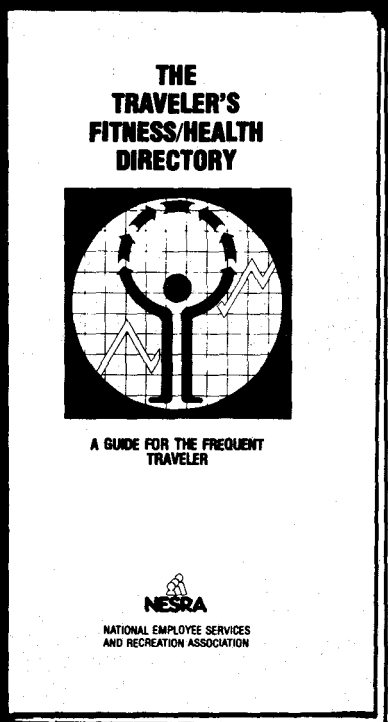
Media hype and the addictive nature of nicotine are the villains in "Blowing Away the Smoke." Yet despite temptation, the hero adapts the practice of non-smoking and wins the day.

"Stress Points" is all about stress and burnout and how to deal with it through assertiveness, relaxation techniques and physical conditioning.

To order "A Weigh Out," "Blowing Away the Smoke" and "Stress Points" write Medcom, Inc., P.O. Box 116, Garden Grove, CA 92642, or call Toll-free (800) 854-2485 (National) or (800) 472-2479 (California). 

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The NESRA

# NETWORK

**Associated Industrial Recreation Council/**Burbank, California. Meets the third Wednesday of the month. Contact Carol Unch—(818) 843-2858 or (818) 989-5770.

**Atlanta Area Employee Service and Recreation Association/**Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/**Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/**Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/**Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

**Central Savannah River Area Employee Services and Recreation Association/**Augusta, Georgia. Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/**Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/**Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/**Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(800) 547-6019.

**Dayton Industrial Athletic Association/**Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-5316.

**Employee Services and Recreation Inland Empire/**Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

**Employee Service and Recreation Orange County/**Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/**Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/**St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/**Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/**Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/**New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 489-5830.

**Iowa Recreation and Employee Services Association/**Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521.

**League of Federal Recreation Associations/**Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/**Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/**Houston, Texas. Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Metroplex Recreational Council of Dallas-Ft. Worth/**Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Michigan Employee Services and Recreation Association/**Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl (313) 496-5773.

**Minnesota Employee Recreation and Services Council/**St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/**Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/**Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/**Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/**Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/**San Antonio, Texas. Meets the second Wednesday of the month. Contact Ralph Puente—(512) 271-1100.

**San Diego Industrial Recreation Council/**San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 280-0356.

**Seattle Employee Services and Recreation Association/**Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/**Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/**Santa Clara, California. Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/**Washington, D.C. Meets the third Thursday of the month. Contact Kelley L. Rexroad—(301) 622-4400.

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## CONFERENCES & EXHIBITS

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The 1986 NESRA Conference and Exhibit will be held May 14-18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

**FOR INFORMATION ON ALL NESRA REGIONAL CONFERENCES, CONTACT NESRA HEADQUARTERS AT 312/562-8130.**

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## AD INDEX

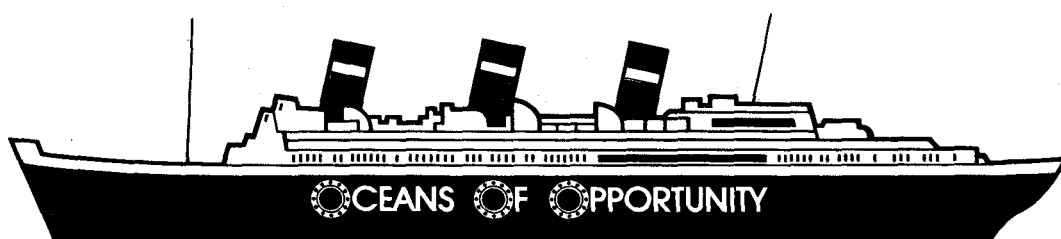
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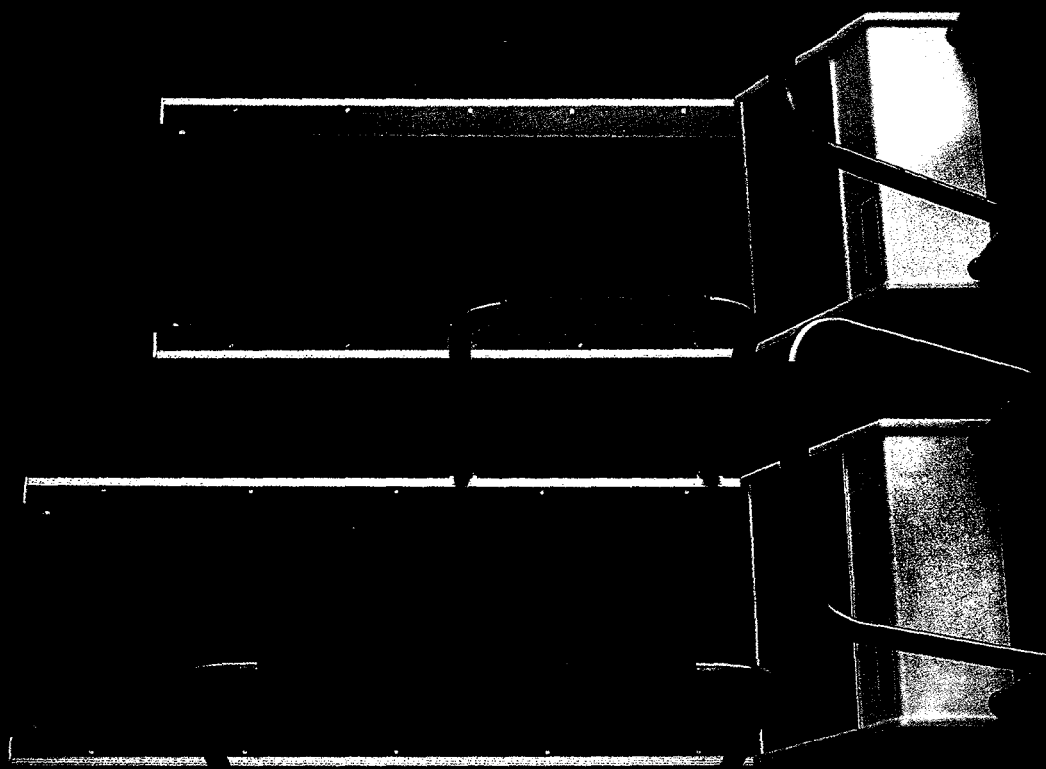
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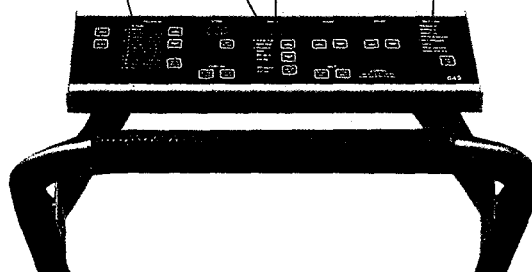
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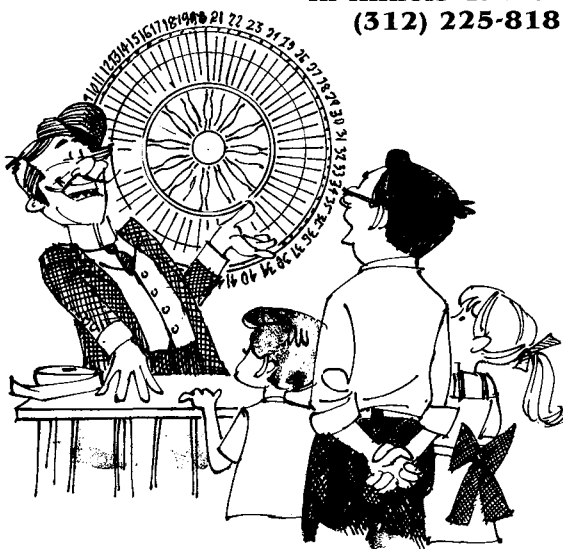
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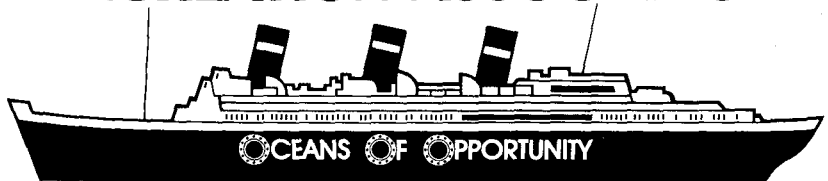
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most valuable asset.**

For nearly half a century, the National Employee Services and Recreation Association has been preaching that employee services, recreation and fitness programs make good business sense. That a work environment which satisfies its users' physical and psychological needs is conducive to greater productivity. That happy and healthy employees result in reduced absenteeism and turnover, and higher work-force morale. That the time for a humanized workplace is now.

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## NATIONAL EMPLOYEE SERVICES AND RECREATION ASSOCIATION



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# EMPLOYEE SERVICES MANAGEMENT

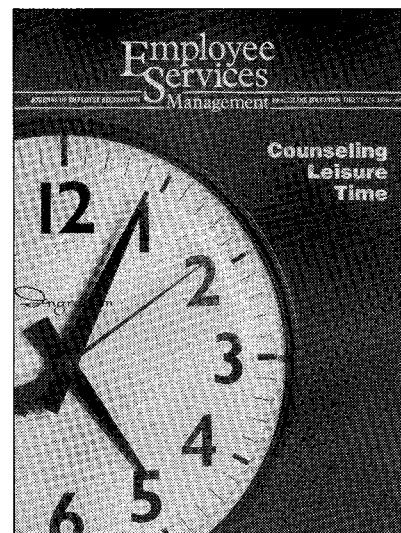
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## In this issue . . .

Leisure Counseling is not new. It was introduced in the mid-1950s, with use exclusively for special populations. The scope of leisure counseling has expanded greatly over the years, but its use within the corporate sector is still limited. This is unfortunate as employees—by virtue of impending retirement, job transfer and relocation, compulsive work habits, vacation anxiety or newness to the workforce—may be most in need of this service. To learn more about “Leisure Counseling: Its Role in the Corporate Sector,” turn to the story on page 12.

Look ahead to the coming year with Ron Jones, NESRA's new president. Jones reveals his ambitions for NESRA's future in “Enthusiasm: One Man's Key to Success,” page 15.

Finally, to assist employee services and recreation administrators, we have published the 1985-86 Buyer's Guide and Services Directory. See page 19.



Cover © 1985 Bieberle Associates 12

Employee Services Management (ISSN 0744-3676) is published monthly, except combined issues in December-January and May-June, by the National Employee Services and Recreation Association, 2400 S. Downing, Westchester, Illinois 60153, 312/562-8130. Sixty days notice in writing with old and new zip codes is required for uninterrupted service in the case of address changes. U.S. subscription rates are \$20 annually or \$2.00 per issue. Views expressed by contributors do not necessarily reflect the opinion of the association. Second Class postage paid at Westchester, Illinois and additional mailing office. POSTMASTER: send form 3579 to 2400 S. Downing, Westchester, IL 60153.

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Journal of the National Employee Services and Recreation Association, a nonprofit organization with international membership, dedicated to the principle that employee services recreation and fitness programs are essential to effective human resources management.



## Women Participating in Many More Sports

Women are getting into shape in a big way. In eight of 11 sports surveyed in 1984, more than half of all new participants were women.

The top categories, says American Sports Data Inc., were aerobic dancing, 81%; walking, 77%; bicycling, 70%; physical conditioning using equipment, 65%, and weight training, 63%.

## Time Your Stress, Nurse Advises

Give in to your junk food cravings when you're feeling good and not when you're under stress, says a University

of Missouri-Columbia (UMC) nursing instructor.

Carol Yonkman, critical care clinical specialist and instructor of nursing at UMC, admits that her advice is given somewhat tongue-in-cheek. "Time your stressors, though. When things are bad, don't add to it by doing bad things—save them for when you're the least vulnerable."

A nurse who works with heart attack victims, Ms. Yonkman says she believes "stress is the root of all evil," as far as illness is concerned. "Stress attacks your Achilles' heel, wherever you're the most vulnerable."

Researchers have documented the physiological effects of stress on the body. Modern man still reacts much as his ancestors did to a stressful situation: The body releases a hormone called adrenalin in the "fight-or-flee" response, causing the heart to pump faster

and harder, blood vessels to clamp down and narrow, and blood pressure, cholesterol levels and the blood's clotting ability all to increase.


Since some stressors can't be controlled, Ms. Yonkman recommends regulating those that can. Diet, such as consuming too much sugar, salt or caffeine, and exercise can affect how you feel and how you handle stress.

Just being in good physical shape helps the body cope with stress, she says. For instance, each extra pound of weight means developing an extra mile to mile and a half of blood vessels to feed the fat areas, causing the heart to pump harder.

Yet changing your lifestyle can cause a stress response as well, she cautions, and suggests carefully choosing the time to start a diet or exercise program. "You have only so much energy."

Attitude, too, is important in dealing

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## NEWS IN BRIEF

with stress. "Don't spend \$10 worth of adrenalin on a 10-cent problem," she advises.

But it's not just deadlines at work or the car that won't start which cause stress. Positive events are stressful, too. Graduating from school, getting married or receiving a job promotion all result in stress.

Yet you can't live without it, Ms. Yonkman says. "Having nothing to do can be stressful. You have to know your own temperature of stress and what's optimum for you."

She recommends striving for balance. "Any extreme is bad."

### Use Variables to Beat the Boredom of Exercise

To beat the boredom of exercise, experts recommend a number of alter-

natives to keep you in shape, both physically and mentally.

In an article in *USA Today*, experts recommend that you choose an exercise you like to do in the first place. Vary your routine. Wear a portable cassette player, or put a TV in front of your stationary bicycle. Invite a friend to join you.

If aerobic dancing is your exercise, pick an instructor who varies the routines. Some experts suggest you concentrate totally on your exercise, trying to beat previous times or repetitions.

If all else fails, take a week off. It won't hurt, and you may even find you miss the exercise, boredom and all.

### Times Are Booming for Travel Industry

This year is the best growth year for travel since 1981, and all factors point

to continued growth in 1986, says the Travel Industry Association of America.

Vacation and business travel both are thriving, showing an increase of about one-third in the first half of the year.

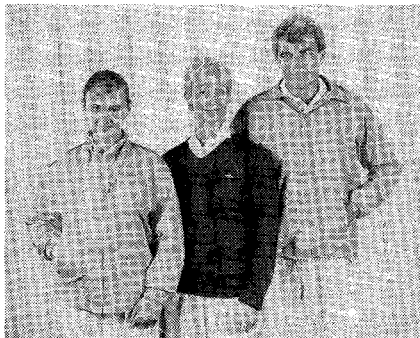
Airlines report record numbers of passengers. Common carriers now account for nearly one quarter of all intercity passenger miles recorded, while auto travel shows little growth.

### Carry-on Luggage May Be Regulated

The Federal Aviation Administration is considering a rule to limit carry-on bags to those which will fit under an airliner seat, plus a tightly packed garment bag or similar piece of luggage, says *U.S. News & World Report*.

## A SPECIAL OFFER TO NESRA MEMBERS!

Now, you can order jackets and sweaters embroidered with the unique NESRA emblem. Help spread the word about NESRA. Crown Fair of New Jersey, Inc., a NESRA Associate Member, is making their jacket and sweater lines available to NESRA members at special promotional prices.



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## NEWS IN BRIEF

Airlines are fighting the proposed change. One airline estimates it could cost \$12 million dollars annually to comply.

Flight attendants are in favor of the rule. They're tired of accommodating surf boards, TVs, golf clubs, bird cages, truck tires and tents.

### Americans Head to Europe Despite Drop in Dollar

In spite of the declining dollar, Americans are flocking to Europe in record numbers, says *USA Today*.

Visits are up 16% over last year, to 5.8 million trips, despite the dollar's 28% drop since February against major currencies.

The dollar's decline is more than made up in reduced air fares and hotel

prices if you go in the off-season, travel agents said.

Although USA tourists seem to be ignoring it now, the dollar's fall will crash down on next spring and summer's vacation plans, predicts Deak-Perera U.S. Inc.'s John Flynn. The dollar will rise 3% to 5% by the end of this year, he says, and then "The big bargains will be gone for a while."

### Give Employees the Responsibility of Scheduling Their Own Time Off

How can you keep some employees from using every available sick day while others use few or none? What's the best way to handle the resentment that employees with a good attendance record have toward those abusing the system?

The answer may be the Paid Personal Leave (PPL) program, first introduced at Rapid City Regional Hospital in Rapid City, South Dakota.

The PPL program combines what had been paid sick leave, vacation days and holidays into a single "account" that lets employees decide for themselves when and how to use time off.

James H. Brockman, Vice President of Corporate Relations for the hospital's parent company, Rushmore National Health System, Inc., describes the evolution and implementation of the program in the October issue of *Personnel Journal*.

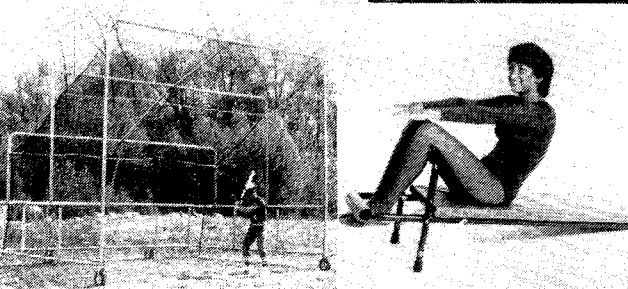
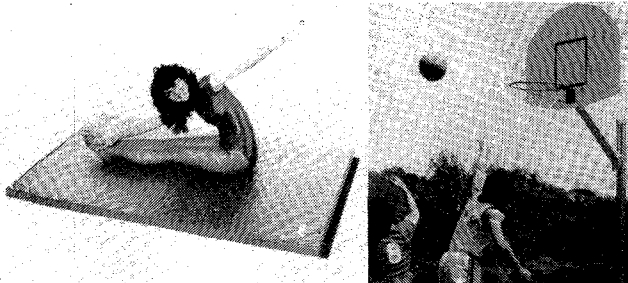
According to Brockman, although the majority of the hospital's employees handled sick leave and vacation responsibly, many did not. Consequently, hospital officials sought a plan that would reward those who do not miss work, invite honesty and meet the

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## NEWS IN BRIEF

needs of individual employees. To meet those objectives, full-time employees were given an account that included what had been 10 vacation days and eight paid holidays.

The plan also revised the sick leave policy. Employees were given a separate account, called the Extended Illness Accrual Bank (EIAB), in which they could accumulate as much as 90 days. EIAB days were accrued at the rate of six days per year by full-time employees. To control abuse of the EIAB account, employees were required to use PPL days for the first five days of any illness.

Finally, the hospital required each employee to use at least 75% of his or her leave days each year. "The emphasis was that this is an earned benefit and employees should use it," writes Brockman. There were several variables in the plan, including a sliding

scale of time accrual based on seniority in the company, limitations on the reimbursement for sick leave used and carryover of PPL days. The plan was presented to employees for approval before it was implemented.

After four years of use, the plan has proved a success with both management and employees. Among the advantages of the plan are an incentive for employees not to abuse sick leave, fewer unplanned absences, and the potential for longer employee vacations.

### More Workers Using Counseling Programs

More companies are offering employee assistance programs and greater numbers of employees are using them, recent surveys show.

In an article in *The Wall Street Journal*, one company reported that 5% of its workers used its program last year,

compared with 2% to 3% four years ago. Publicity is a key ingredient.

Alcohol and drug abuse are the most common problems, followed by stress, family and "relationship woes."

### Techniques Boost Creativity, Morale

In a recent issue, *USA Today* states that companies are discovering the value of different techniques to inspire creativity among employees and boost morale.

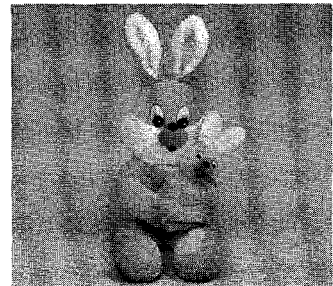
For example:

- Flexible work hours—allows employees to work when they feel at their best, rather than 9 to 5;
- Incentives—such as money, awards and stock options;
- Relaxed dress codes—to emphasize the importance of non-conformity in behavior and dress;



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## NEWS IN BRIEF

- Development techniques—to bring out creativity and productivity. Many companies now send their top executives and creative thinkers to “creative consultants” and weekend retreats.

### Want to Succeed? Try Cleaning Up Your Desk

The person with the neatly organized desk stands a better chance of making it up the corporate ladder, a recent study found.

According to a report in *The Latest Word*, newsletter of Maxwell Laboratories, Inc., survey participants felt that desks used by middle managers and other staffers were 75% more likely to be cluttered than executives' desks. “It certainly appears that neatness does count,” the survey said.

### New Fathers Are Finding Joy in Paternity Leave

More than a third of the nation's companies now offer some type of pa-

ternity leave, up from just 8% five years ago, report researchers in a recent *Wall Street Journal* story.

Pending legislation would give both parents at least 18 weeks of unpaid parenting leave. In Sweden, both parents get nine months of fully paid parental leave.

The trend seems likely to continue, as employers who offer the leaves report satisfaction with the results. “It allows the parent to do what he wants to do, and he's a happier and better employee,” a company spokesman said.

### Top Management People Going Back to School

A new study shows that corporate education and management development programs are being beefed up across the country, says The Conference Board.

An increasing number of employees in all major job categories are undergoing formal training aimed at broadening the skills of key executives, man-

agers, technical employees and sales personnel, the study noted.

Key findings in the new study:

- Nearly two-thirds of the surveyed companies have expanded their education and training staffs over the last five years. Largest increases are in financial institutions; smallest are in the top industrial firms.

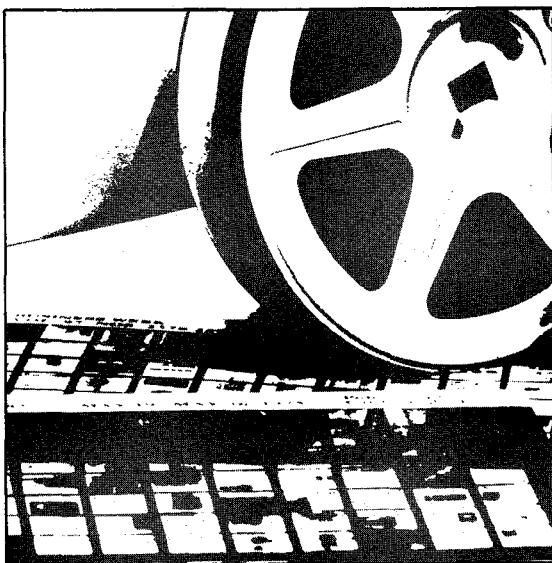
- Over half of the companies report increased use of outside instructors and consultants for their in-house training programs. About two out of five reports increased use of universities and other organizations providing training outside the company.

- Video, computer-aided instruction and other new technologies are significantly changing the training fraction. They are allowing companies to pace training to individual, not just group, needs. They are also giving firms more control over program content and development.

- Training programs have shifted from providing “nice to know” information to building specific skills companies need.



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# NESRA

## *Services and Activities*

### **Purpose**

The National Employee Services and Recreation Association assists in developing employee recreation as a benefit to business, industry, organizations, units of government and the community. It promotes the concept of employee services and recreation as a means of improving relations between the employees themselves and between employees and management, and strives to upgrade the caliber of its members' programs, to form new programs and to keep members abreast of all developments in the field.

### **Services and Activities**

**EMPLOYEE SERVICES MANAGEMENT**—Published 10 times a year. A stimulating, useful, how-to-do-it professional journal. Contains new ideas, new concepts, new ways to make employee services and recreation programs more successful.

**Periodicals**—In addition to *EMPLOYEE SERVICES MANAGEMENT*, *Keynotes*, a newsletter of program ideas, is published for members.

**Consultation Service**—NESRA consultants, staff, past presidents and Association members are available for consultation or speaking engagements.

**National and Regional Con-tests**—Five are conducted annually to stimulate participation in the employee programs. The amateur events are primarily postal and can be conducted at the member location or nearby.

**Membership Directory**—A complete listing of the NESRA membership published annually includes telephone numbers and addresses.



**Awards**—Given annually for outstanding member leadership and achievement in areas of employee services and recreation administration and programming; for outstanding overall programs and for specific activities. NESRA also presents special top management honors.

**Conferences & Workshops**—NESRA's Annual International Conference and Exhibit, open to all NESRA members, is where educational sessions and seminars are conducted. Regional conferences and exhibits are also conducted for educational purposes near a member's location.

**Certification Program**—NESRA certifies employee services and recreation administrators and leaders after they successfully complete the Certified Employee Services & Recreation Administrator/Leader requirements.

**Employment Services**—Special assistance offered members in finding jobs and to organizations in finding personnel. Recruiting and search service offers referral of candidates for recreational positions.

**Intern Program**—Upper level and graduate students with recreation majors are referred by headquarters to conduct and/or assist with your program development on a full or part-time basis.

**Research Foundation, Reports**—NESRA and the NESRA Education and Research Foundation develop and collect information on the latest trends, methods and techniques of employee recreation and report findings to members. Surveys conducted cover all phases of employee recreational activities. The studies enable members to evaluate their programs and to keep informed of trends.

### **Types of Membership**

**General**—Available to persons representing business and governmental organizations that are responsibly engaged in the field of employee services and recreation, personnel, human resources, employee relations, employee fitness and health and leaders of employee services/recreation associations.

**Associate**—Available to companies, trade associations and other business organizations and enterprises, dealing in products and/or services, which wish to establish a relationship with the Association and its members, for mutual benefit, or to contribute to the development and enhancement of employee services/recreation projects or programs.

**Chapter**—Available to any Chapter and its membership based upon 100% affiliation.

**Academic**—Available to institutions with schools of business, recreation, leisure studies and physical education interested in the field of employee services and recreation.

**Student**—Available to individuals attending a college or university who are interested in the field of employee services and recreation.

# Long Beach '86

## "Why Should I Attend?"

by Joan E. Price, editor

You've read about "California's Site to Sea" (September *ESM*) and excitement for NESRA's 45th Annual Conference and Exhibit is building.

Add program sessions like "Overcoming Excuses—Gaining Commitment," "Good Health is Good Business," "The Power of Networking and Camaraderie," "Introduction of Technology in Employee Services and Recreation," "Smoking in the Work Place," and "Utilizing Recreation Programs as a Community Resource Tool," and you've got a package that's hard to pass up.

But if you're *still* asking yourself "Why should I attend?" here are 10 more reasons to join NESRA aboard the Queen Mary, May 14 to 18, 1986:

1. Meet your peers; establish your own network of people in the field.
2. View the exhibit hall; talk with vendors and learn about new products.
3. Attend educational sessions; gain the kind of usable knowledge from which your company can benefit.
4. Gather new ideas; take home fresh insight into programs and problems.
5. See Long Beach; stay aboard the fabulous Queen Mary and visit the many area attractions.
6. Increase your professionalism; gain stature through affiliation with a professional association.
7. Attend social functions; partic-

ipate in a variety of planned activities with your peers.

8. Participate in workshops; grow through the exchange of information with other professionals.
9. Keep abreast of trends; stay on the leading edge of new developments in the field.

**This year's conference promises to provide employee services managers the kind of information they can use every day on the job . . .**

10. Have fun; let the sea breezes and good company refresh your spirit.

In anticipation of the hundreds who will decide to take advantage of the opportunities awaiting them at Long Beach, Phyllis Smith, Conference Chairman, and her committee are hard at work. At this writing, registration packets are in the mail and include the tentative program schedule.

This year's offerings are truly unique. For example, the three decks of exhibit space on the Queen Mary will host a grand opening on Thursday. During this and two subsequent periods, you'll be able to browse and talk with associate

members about the products and services they offer.

During the special "Strategy Exchange," groups of employee services managers will create their own agendas for discussion. This promises to be an invaluable session.

All can look forward to the gala "Bon Voyage Party," a night of dinner, dancing and entertainment in the neighboring Spruce Goose Dome.

For the early birds among you, a 6:45 a.m. exercise session is being arranged. On Friday, regional breakfasts will follow.

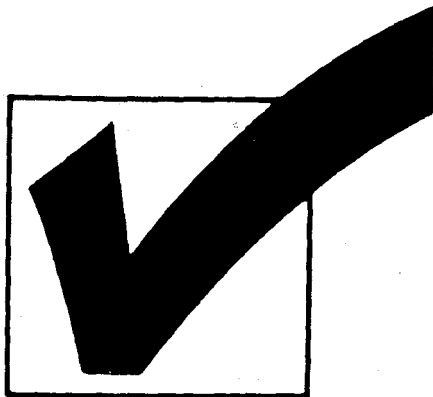
General sessions featuring keynote speakers and your choice of concurrent sessions at other times will be interspersed throughout the conference. Topics are sure to catch your interest.

A "Wellness Continuum" luncheon, recognition luncheon and CESRA luncheon are just a few of the special meal programs planned. On Saturday evening, the NESRA dinner dance will be held following the afternoon's 5K run.

Other programs designed for specific groups include continuing education programs, chapter seminar, student session, exhibitors' meeting and spouses' programming.

This year's conference promises to provide employee services managers the kind of information they can use every day on the job—just one of the many benefits of attending. Take advantage of the "Oceans of Opportunity" awaiting you; register now for NESRA's 45th Annual Conference and Exhibit.



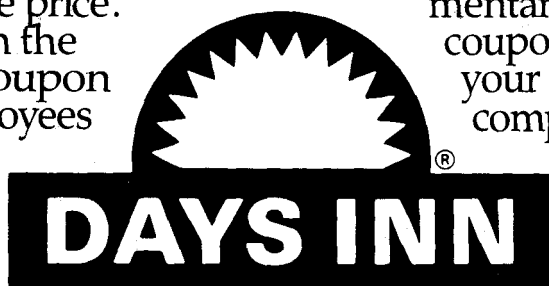


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# Leisure Counseling: Its Role in the Corporate Sector

by Jane E. Kaufman

Since moving from a west coast metropolitan area to small, mid-west town, Howard Allison has been at a loss as to how to spend his free time. He is bored and restless—feeling limited in his recreational opportunities.

Mary Miller finds her new job a challenge. In fact, it is so challenging that she spends over 12 hours each day at her company. Even when home, she finds herself constantly thinking about other work tasks that need to get done. Mary is unhappy—she feels something is missing from her life.

Benton Halpern, on the other hand, is content with his lifestyle. He enjoys both his work and leisure—yet Benton is worried. Within the year, he will retire. Like some others facing retirement, Benton is fearful of not finding satisfying and productive ways to use his increased free time.

The employee profiles of Howard, Mary and Benton were selected to make a point. While they each represent three different leisure-related problems, they do share an important similarity. Each employee resolved their problem through a process of leisure counseling. Let's return to the profiles of Howard, Mary and Benton to see how leisure counseling helped in fulfilling the needs of these three workers.

Having been recently transferred to a new job location, Howard needed to

discover recreational opportunities in his new home community. Through a process of leisure resource guidance, he became aware of recreation programs and facilities in which he could participate. Howard was no longer bored and restless—his free time became filled with satisfying activities.

For Mary, the leisure counseling process was more complex. Only through values clarification exercises which examined work and leisure attitudes was Mary able to put perspective into her lifestyle. She realized that both work and leisure needed to play a role in her life. By using time management strategies, Mary was able to achieve a satisfying balance between work and leisure.

**While leisure counseling is not a panacea for all problems, it is a viable means for assisting employees in the exploration of their leisure and work needs.**

Through leisure counseling, Benton came to terms with his impending loss of work role. He was able to identify

the satisfactions/needs he derived from work, and then to develop leisure-related strategies to meet these satisfactions/needs upon retirement.

While leisure counseling is not a panacea for all problems, it is a viable means for assisting employees in the exploration of their leisure and work needs. However, the use of leisure counseling within the corporate sector has been limited. This is unfortunate as employees—by virtue of impending retirement, job transfer and relocation, compulsive work habits, vacation anxiety or newness to the workforce—may be most in need of this service.

## Leisure Counseling Background

The concept of leisure counseling is not new. Leisure counseling began in the mid-1950s (then called recreation counseling or avocational counseling) with use exclusively for special populations. Gradually, leisure counseling expanded to other groups, e.g. retirees, homemakers, young professionals, within a diversity of settings, e.g. schools, municipal recreation departments, military bases.

In trying to define leisure counseling, one concise, clear-cut definition is not agreed upon. Different definitions are available depending on the orientation taken to the discipline. For example, Witt (1976) has defined leisure (recreation) counseling as, "a process



which attempts to help an individual obtain an increased knowledge of all the possibilities of where, how and what is available via participation in recreation activities."

This definition advocates a resource guidance approach to the leisure counseling process. The resource guidance orientation focuses on activity exploration where employees identify current, past and future recreational interests.

Another approach to leisure counseling can be seen by the definition provided by Peterson and Gunn (1977). They define leisure counseling as, "a process that uses verbal facilitation techniques to promote self-awareness of leisure attitudes, values, and feelings, and to develop decision-making and problem-solving skills related to leisure participation."

This leisure counseling orientation goes beyond the examination and referral to appropriate recreation and leisure activities. The leisure lifestyle development orientation assists individuals in exploring leisure needs necessary for a positive, healthful lifestyle.

Within the corporate sector, both approaches to leisure counseling—leisure resource guidance and leisure

lifestyle development—can be implemented.

Leisure Resource Guidance

Two strategies can be utilized for leisure resource guidance within the workplace. First, interest inventories can be used to help employees identify present, past and desired leisure interests. Through a process of leisure assessment, employees are assisted in appraising their leisure interests, in broadening their knowledge of recreational opportunities, and in acquiring detailed information about specific resources necessary for them to carry out various leisure pursuits.

A second strategy for leisure resource guidance involves the development of a leisure information and referral system. This is a comprehensive file/data base storing information related to leisure and recreation programs and facilities. The information is categorized, using the Avocational Activities Inventory (Overs, Taylor and Adkins, 1977) or through some other systematic process, so that employees can readily access data related to leisure participation, i.e. what activities are available, where activities are located, cost, etc. This system can be especially beneficial when recruiting

new employees and when assisting employees in relocation adjustment to their new community.

The following procedures can be used in designing a leisure referral system:

Step One: Determine the type of information you want to obtain and store in the data base

- Do you want listings of recreation programs for employees only? spouse? children?
- Do you want listings of recreation facilities that are available?

Step Two: Determine which sectors of the community you plan to include in the data base

- Will resources only within the corporation be included?
- Will resources in the community be included? If so, within which sectors, i.e. municipal recreation departments, quasi-public agencies (Ys, youth groups), private and commercial establishments?

Step Three: Determine how the data will be systematically organized

- Will a manual filing system be used?
- Will the information be computerized and accessed through terminals?

Step Four: Determine how the data will be gathered

- Will a questionnaire be mailed to agencies providing recreation services and facilities?
- Will information be gathered by telephone?

Step Five: Determine how the data base will be kept up-to-date

- Will an annual informational questionnaire be sent to agencies/programs catalogued in the leisure referral system?
- Will telephone calls to agencies be used to update the system?
- Will your corporation get on mailing lists to receive seasonal program brochures?

Lifestyle Development

Implementing a leisure lifestyle development program within the corporate structure can be accomplished in various ways. First, leisure management components can be added to ex-

FIGURE 1. LIST OF SELECTED LEISURE INTEREST INVENTORIES

INSTRUMENT	DEVELOPER	DESCRIPTION
Avocational Activities Interest Index (1972)	D'Agostini	Lists 545 activities; subject checks 1 or 2 of 6; Subject asked about previous participation, reasons for lack of participation, and current activity level; Approximate time: 1 hour
Constructive Leisure Activities Survey (1980)	Edwards	Uses interview format to determine factual, biographical, professional, motivational, and leisure data
Leisure Activities Blank (1975)	McKechnie	Based on 120 leisure activities; for each item, subject records 1 of 4 levels of past participation and 1 of 3 levels of future participation; Approximate time: 20 min.
Mirenda Leisure Interest Inventory (1973)	Mirenda	Based on leisure interests, general interests, personality type; Responses categorized into nine major areas which are each subdivided
Self Leisure Interest Profile (1974)	McDowell	Based on 471 items which measures degree of participation and future participation; Provides relative value of present and/or desired interests

# Leisure Counseling

isting employee service programs. In some instances, such as within pre-retirement programs, this is already occurring (*Dun's Review*, 1980). However, this can be further expanded into other employee service areas. For example, programs which focus on assisting troubled employees cope with drug and/or alcohol abuse can use a leisure awareness component. This can assist workers in choosing alcohol/drug free recreational activities and encourage positive, healthful attitudes toward free time and lifestyle development.

Separate programs focusing on positive leisure management can also be implemented within the employee services and recreation program. Informational seminars focusing on "leisure wellness" can be offered or more extensive programs, using a workshop format, can be provided. These workshops can help groups of employees

**Figure 2. L.I.F.E.: LEISURE INFORMATION FOR EMPLOYEES**  
Selected Content of a Leisure Awareness Workshop

- I. **GETTING AT THE BASICS:** exploring definitions and attitudes toward work, leisure, recreation, and play
- II. **THINGS OF CONSEQUENCE:** exploring your value system and what is important to your lifestyle
- III. **DEVELOPING CHANGE STRATEGIES:** exploring tips and tricks for the implementation of lifestyle values
- IV. **FACILITATING CHANGE NETWORKS:** exploring the support systems which can assist in the change process
- V. **FROM BARRIERS TO BRIDGES:** exploring concrete approaches for a balance of work and leisure
- VI. **MANAGEMENT OF BALANCE:** an individualized systems approach for healthful leisure lifestyle management

focus on lifestyle values which would be beneficial in assisting them to balance work and leisure roles within their lives.

## Leisure and the Quality of Life


Setting up a leisure counseling program within a corporation does not need to be a difficult or costly process. It does, however, require a commitment on the part of management to the benefits and values which can be gained through positive leisure/work lifestyle. As members of society continue to strive for an improved quality of life, the corporate setting, by providing employees with opportunities for choosing healthful leisure, can effectively develop this concept.



**It does require a commitment on the part of management to the benefits and values which can be gained through positive leisure/work lifestyle.**



According to psychologist John Neulinger (1982), "the ultimate criterion of the quality of life might well be allowing and enabling people to experience maximally the conditions of perceived freedom and intrinsic motivation." Perhaps through satisfying

leisure, these quality of life criteria can be actualized. 

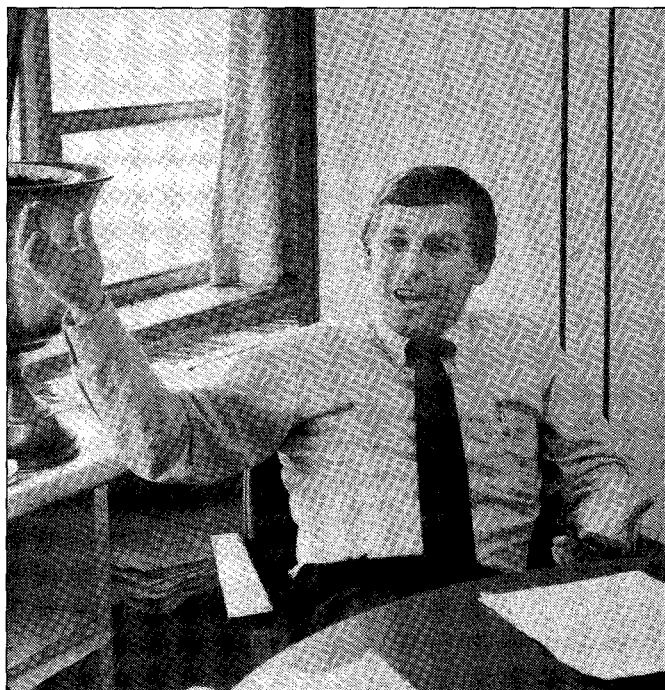
*Dr. Kaufman is an Assistant Professor in the Recreation and Leisure Studies Section at Purdue University. Her main area of interest is in healthful lifestyle through leisure management.*

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# Enthusiasm: One Man's Key to Success



## An interview with NESRA's new president, Ron Jones

by Joan E. Price, editor

**F**or Ron Jones, NESRA's new president, enthusiasm has been the key to success. And a valuable key it has been, unlocking doors to such prestigious positions as the executive vice presidency of Oneida's CAC Recreation Association and the NESRA presidency.

"To be successful in our field, you must have enthusiasm for your work, a sincere interest in others and dedication to improving their quality of life," Jones explained.

Jones feels that these qualities will also be an asset as president of NESRA in providing guidance and motivation to the association.

To discover more about his accomplishments and aspirations, *Employee Services Management* recently interviewed Ron Jones.

**ESM:** Could you explain your personal philosophy of employee services and recreation?

**JONES:** I firmly believe that cor-

porations, large and small, should take a genuine interest in the total lifestyle of their employees. Meaningful work is only part of the picture; companies must also be concerned with offering their employees mental and physical well-being. Recreational outlets, fitness programs and employee services can play a large role in creating a healthy lifestyle for your work force and their families.

**ESM:** As executive vice president, CAC Recreation Association at Oneida Silversmiths Ltd., and president of NESRA, your involvement in the field is quite extensive. What makes Ron Jones so successful?

**JONES:** Enthusiasm. If you live your life enthusiastically it just naturally has a positive effect on your potential for success, as well as influencing the performance of the people you work with. Don't take me wrong—I'm not talking

about the "rah-rah," cheerleader kind of enthusiasm. What I mean is that you need to maintain a daily interest in your work. Many times, enthusiasm makes the difference between failure and success.

**ESM:** What initially attracted you to the employee services and recreation field?

**JONES:** During my high school years, I had a strong interest in sports and athletics. I looked first to physical education but the dean of admissions at State University College at Cortland persuaded me to apply to recreation education. I did, and after one semester I just saw such a bright future in this field. Also, the late Dr. Harlan Gold Metcalf, then chairman of the department of recreation education at Cortland, was a great inspiration to me.

**ESM:** Do the same aspects of the

# Ron Jones



“

**I firmly believe that corporations, large and small, should take a genuine interest in the total lifestyle of their employees.**

”

field still motivate you today?

**JONES:** I can remember learning, back in college and my early days in the field, that recreation is as broad as the interests of man. The thing I liked was the diversification within the field of employee services and recreation. We certainly don't have time to get bored; we're constantly doing new and different things, working with people. That's what drives me today.

**ESM:** You have a degree in recreation education from State University College at Cortland. Do you feel that colleges and universities in general are doing a good job of training students for careers in employee services management?

**JONES:** I think the best way to answer that question is by relating it to our jobs as managers of recreation, employee services and fitness programs. We constantly have to revise, change and upgrade our programs to serve the interests of our employees and objectives of the company. Similarly, colleges and universities must keep abreast of these changes and adapt their curriculums to prepare students. Those that do address these issues will be successful in placing people in the field.

They should continue to offer curriculums geared to the complete lifestyle of employees, and develop special training in areas such as employee assistance programs. Also, colleges must develop beyond just recreation, into such areas as exercise physiology, business management and communications. Effective writing and verbal communication skills are definitely an asset.

**ESM:** Do you think the intern program is a valuable service of NESRA?

**JONES:** Definitely. Interns are going to become increasingly important in companies and agencies. We've even seen them play an important role at our own NESRA headquarters. Internships provide the opportunity for students to

gain practical experience and also help us by bringing in some fresh ideas on how to approach a program. It's a good working relationship between the professionals and the students.

**ESM:** What qualities, in your opinion, are necessary to be an effective employee service manager?

**JONES:** As I mentioned earlier, I think you must be enthusiastic about your work. A manager has got to have sincere interest in his work and, in our particular field, an interest in others and dedication to improving the quality of people's lives. It takes special people to do our work. We have to be organized and perform a variety of functions simultaneously. We're leaders, we're motivators, communicators . . . in all segments of employee services and recreation whether it be organizing a league or assisting a person that may be having trouble with alcohol or drugs.

**ESM:** Particularly in the area of programming, creativity would seem to be one of those traits necessary for success. Would you care to relate any of your more creative programming ideas?

**JONES:** We had an idea back in the '70s of a way to help employees stretch their food dollars a bit. Oneida had a good deal of land so we made this land available for employee gardens. The company paid for the preparation of the area, brought water to it, and issued garden plots. It was very well-received by the employees.

Another example, I took advantage of a trend when snowmobiling became popular and began a snowmobile club at Oneida. It grew, within a year, to 275 members. So you have to take advantage of interests as they change.

**ESM:** The job of an employee services manager is a fairly hectic one. In what activities do you participate to relieve the stress of your position?

# Ron Jones

**JONES:** About five years ago, I took up jogging. I found that jogging is the greatest stress reliever I know. A three to five mile run after a hectic day at the office or an executive committee meeting of NESRA is just a great stress reliever. Also, just getting out of doors is important . . . golf works for me too. Sometimes, you need quiet moments; I have some releases such as reading, taking a walk or drive by myself, or a day of hunting alone.

**ESM:** How do you feel about participating in Oneida Silversmith's recreation program?

**JONES:** I'm probably the number one user of Oneida's recreation facilities. To motivate others, to participate and to gain first hand experience in our activities, I try to join in as many as I can.

As far as competition goes, I love it! If you happen to excel in one sport, your employees respect your skill. But they also try very hard to beat you, which is good. I probably hold the best competitive edge in golf.

**ESM:** What will be your top priority as president of NESRA in 1986?

**JONES:** As far as goals for 1986, I think that the top priority will be to encourage a coordinated effort among NESRA's headquarters, regions, chapters, associates, the entire membership, toward the betterment of our field and of our association. We need to educate and motivate everyone toward this goal.

**ESM:** Do you have any personal attributes that you think will prove especially useful in bringing about your goals for the association?

**JONES:** My enthusiasm for the field and my dedication to making NESRA the best it can be should help me to

motivate and give the guidance necessary for NESRA to continue to move forward.

**ESM:** Is there anything you ask from NESRA members as their leader?

**JONES:** I'd like to see every member use NESRA, get themselves more familiar with what NESRA has to offer, and then in turn, give something back to NESRA by sharing their experiences and taking an active role within their chapter or region.

**ESM:** Oneida has been active in the employee services and recreation field for a considerable time. From your perspective, how has the field changed in the last 10 years?

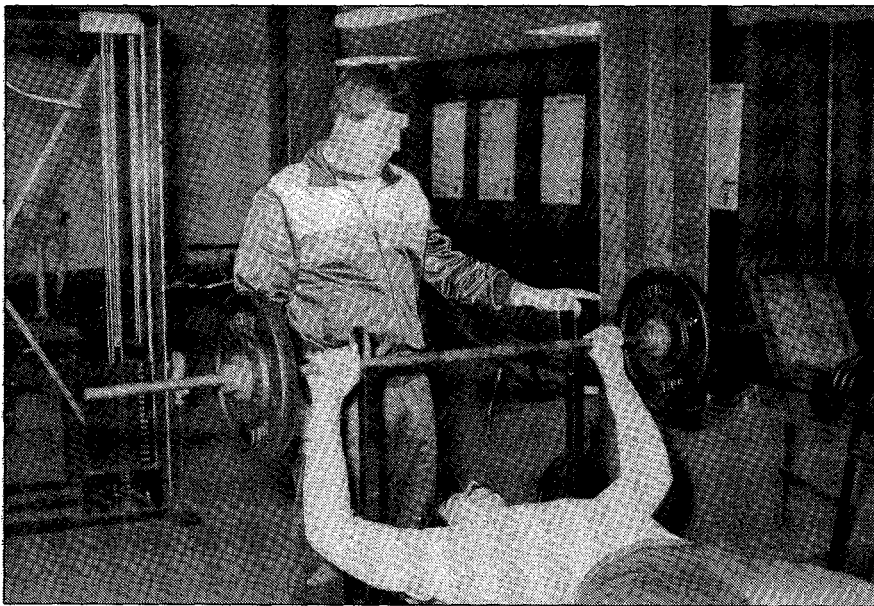
**JONES:** The field of recreation/employee services, like the economy, experienced an upswing in the late '70s. Career-minded, hard-working employees became more actively involved with self-help, preventive medicine. Fitness programs worked their way into corporations. More people began to "work out." Jogging, cycling, raquetball, cross-country skiing and tennis were the "in" things to do. Aerobics classes, especially for the working woman, entered the field. Along with fitness came the more personalized employee services

programs—discount services, ride sharing, child care and educational workshops. We expanded far beyond sports leagues and travel programs.

**ESM:** What do you think employee services managers can look forward to in the next 10 years?

**JONES:** Employee associations and recreation/employee services programs may feel the pinch for corporate financial support in today's highly competitive business world. But, during hard economic times, our jobs become even more important by helping support employee morale during lay-offs, inflation and the like. We will have to be-

**“**  
**If you live your life enthusiastically it just naturally has a positive effect on your potential for success, as well as influencing the performance of the people you work with.**  
**”**





# Ron Jones

come even more creative with our resources, people, facilities and dollars. Employee assistance programs, pre-retirement planning, lifestyle modification programs, child care and cafeteria-style benefit plans are just a few of the changes to come. Also, I think we will see an increase in programming designed to include the entire family. The employee services/recreation administrator will truly be a multiple hatter in the field of human resources.

**ESM:** As president of NESRA, you must have a strong belief in the association's value. Could you outline which specific services you feel are most beneficial to NESRA members?

**JONES:** Most important is the information and assistance available through the network of our member-

ship. Knowing your peers in the field and their experiences, you don't have to rely on trial and error. We can find out what works well and what doesn't by talking with other members.

To make it easier to know who to contact about a particular program or problem, we're in the process of developing a Peer Network Directory right now. It will be out this spring.

Another valuable service along similar lines is the resource information NESRA has to offer. Most visible, of course, is our monthly magazine, *Employee Services Management*, and then *Keynotes*. All of these services are beneficial to our members.

**ESM:** What areas could NESRA strengthen?

**JONES:** NESRA needs to continually keep in tune with changes, stay on top of new areas that we can expand into and gain more visibility for our field and association. We can't stay in place; we've got to move forward with our changing field.

**ESM:** For what would you like your term to be remembered?

**JONES:** A year when the entire NESRA organization—headquarters staff, national board, regional and chapter officers and members—learns to work together to perpetuate the objectives of the association. I'd like to look back and say I was part of that happening.

**ESM:** Your years of experience are an example of the resources one can find in the association. As advice to those just entering the field, could you offer one "do" and one "don't" that you've learned on the job?

**JONES:** As far as a "do," I firmly believe you have to become actively involved when you join—the returns are tremendous. I waited nearly 10 years before I joined NESRA and only after that did I realize how important the association was.

As to a "don't," I certainly hope that they won't think they know all there is to know about the field and just sit back. The big thing is, the "doers" are the ones that are accomplishing.

**ESM:** In closing, what do you think the next decade holds in store for NESRA?

**JONES:** I see NESRA keeping current with the changes in our field and becoming more involved with public issues at the national and state levels. NESRA will increase its visibility and carry the message that employee services and recreation are good business and do have a positive effect on the bottom line.

**ESM:** And for Ron Jones?

**JONES:** To live happier and healthier through lifestyle modification. I'm going to take time to stop and smell the roses.



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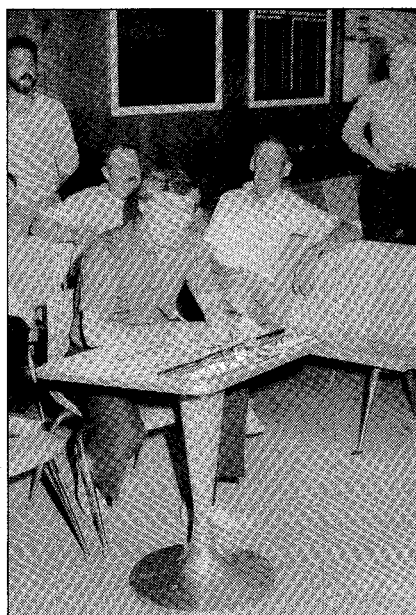
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**NESRA'S 1985-86  
Buyer's Guide  
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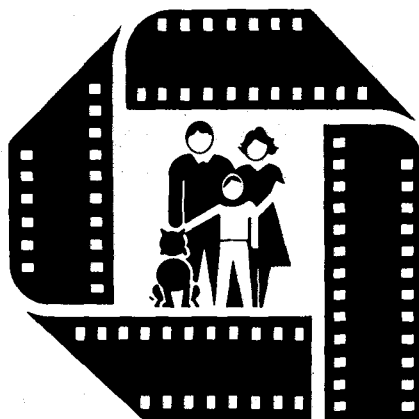
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1A. TITLE OF PUBLICATION <b>EMPLOYEE SERVICES MANAGEMENT</b>		1B. PUBLICATION NO. 0 5 7 2 5 0
2. DATE OF FILING 12-9-85		
3. FREQUENCY OF ISSUE Monthly (May/June and Dec/Jan combined)	3A. NO. OF ISSUES PUBLISHED ANNUALLY 10	3B. ANNUAL SUBSCRIPTION PRICE \$22.00
4. COMPLETE MAILING ADDRESS OF KNOWN OFFICE OF PUBLICATION (Street, City, County, State and ZIP+4 Code) (Not printers)		
Employee Services Management 2400 S. Downing Ave., Westchester, IL 60153		
5. COMPLETE MAILING ADDRESS OF THE HEADQUARTERS OF GENERAL BUSINESS OFFICES OF THE PUBLISHER (Not printers)		
National Employee Services and Recreation Association 2400 S. Downing Ave., Westchester, IL 60153		
6. FULL NAMES AND COMPLETE MAILING ADDRESS OF PUBLISHER, EDITOR, AND MANAGING EDITOR (This item MUST NOT be blank)		
PUBLISHER (Name and Complete Mailing Address) Patrick B. Stinson, National Employee Services and Recreation Association 2400 S. Downing Ave., Westchester, IL 60153		
EDITOR (Name and Complete Mailing Address) Joan E. Price, National Employee Services and Recreation Association 2400 S. Downing Ave., Westchester, IL 60153		
MANAGING EDITOR (Name and Complete Mailing Address)		
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FULL NAME	COMPLETE MAILING ADDRESS	
National Employee Services and Recreation Association	2400 S. Downing Avenue Westchester, IL 60153	
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Ticket Availability: (212) 757-3100  
Contact: Frank Supovitz

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Contact: Thomas Diehl

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2121 Industrial Blvd.  
Belton, TX 76513  
Toll Free: 800-433-3111  
Contact: Larry Johnson

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Arlington Heights, IL 60004 / (312) 870-7748  
Contact: Ray Lotter

#### MARCY FITNESS PRODUCTS

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Alhambra, CA 91803 / (818) 570-1222  
Contact: Michelle Robinson  
Toll Free: (800) 423-3920

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P.O. Box 14  
Muscatine, IA 52761 / (318) 263-2281  
Contact: Brian Connel or Luann Schillig  
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67 Peachtree Park Drive, NE  
Atlanta, GA 30309 / (404) 351-4523  
Contact: Lynn Shoenig

*American Health Consultants publishes EMPLOYEE HEALTH & FITNESS, the monthly newsletter providing the latest news and information concerning the promotion of employee health and well being.*

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Contact: Richard Shepherd, executive director.

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3 New England Park, #205  
Burlington, MA 018031  
(617) 273-2342  
Contact: Michael Bergen

*National Recreation Consultants are the writers and consultants of "How To Have Fun At Work"—the complete "how to" book on starting and continuing successful recreation programs at work. This book revolutionizes employee recreation across the country. Write today for details.*

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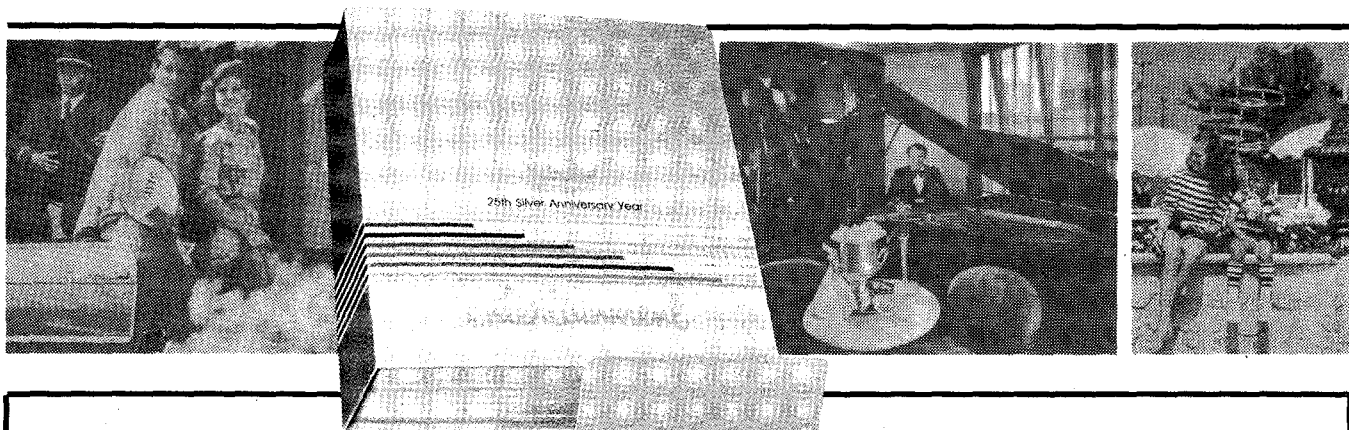
P.O. Box 3146  
Glen Ellyn, IL 60138 / (312) 790-3328  
Contact: Rene G. Nichols

*Smokenders is a smoking cessation program without fear, scare tactics, drugs, hypnosis, embarrassment or electric shocks. Special programs for groups and companies. Help employees become free of the addiction, add years to their lives and save hundreds of dollars a year.*

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Contact: Bob Tretheway

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Contact: Pete Dragon

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Toll Free: 800-243-0011  
Contact: David West

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Contact: Susan Melum

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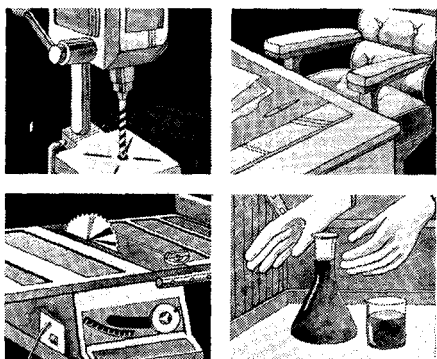
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New York, NY 10019 / (212) 397-8200  
Contact: Charles Gillett

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## Different Spokes for Different Folks

**D**uring the mid-1800s, a forward-thinking Englishman named Kirkpatrick MacMillan added foot pedals to the front wheel of a rolling hobbyhorse, thus kicking off one of the great fads of the 19th century: bicycling. By 1897, bicycle mania had crossed the ocean to the United States, where 4 million enthusiasts were cycling their way across the nation's landscape, leaving behind the horse and buggy once and for all.

Today, this country boasts 105 million bicyclists; 1.5 million of them leave behind another vehicle—the automobile—to commute to work. An additional 600,000 cyclists regularly break away for touring, reports Bicycle USA, a national membership organization, and 40,000 participate in racing. Different spokes for different folks. Whatever the preference, bicycling is booming again. Fun and relatively easy to learn, it's also well-suited to our health-conscious times: Fitness experts rank it near the top of the list of recommended lifetime sports.

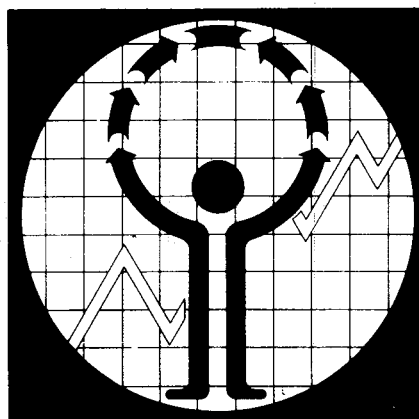
### Pedal Power

For many people, bicycling actually is a better choice than is either running or swimming, two other popular aerobic exercises. Because the bicycle itself provides body support, less trauma to ankles, knees, and other joints occurs. Therefore, there is less chance of sprains, muscle tears, stress fractures, and other common runners' ailments. Unlike swimming, bicycling doesn't require use of facilities that sometimes are unavailable or inaccessible. In fact, bicycling can be done even at home, as millions of stationary bicycle owners have discovered.

With winter here, exercise bikes, sometimes called bicycle ergometers, are in season. Like outdoor bicycles,

they are capable of providing enough aerobic exercise to enhance the cardiovascular system, as well as to burn off calories.

Most exercise bikes feature a chain drive, bicycle hardware, and one wheel attached to a stand. Instead of hills and gears to regulate cycling, indoor bikes have a resistance control to adjust pressure on the flywheel. The stress of pedaling is increased or decreased by this resistance control. It, thus, allows easy monitoring of activity levels.



As with any aerobic exercise, indoor cycling needs to be done steadily and continuously for at least 30 minutes, at least three times a week. A rule of thumb is to work hard enough to elevate your breathing and pulse rate, but not so vigorously that you become breathless or unable to carry on a conversation while exercising. One of the advantages of exercising with a stationary bike is the ease with which you can check your pulse rate to monitor your effort. Remember: You'll be aiming for a target zone that is 70 percent to 85 percent of your maximum heart rate. (Maximum rate = 220 minus your age.)

Most exercise bikes are similar in design, but some make it more difficult

to get your aerobic pay-off. The most important design and performance feature of a bike is its flywheel, according to *Consumer Reports*, which periodically has published evaluations of various models over the years. The best exercise cycles have heavy flywheels that help smooth out the pedaling action; lesser-quality wheels can cause the pedal to jerk at the top of its rotation. Adequate bikes also have a rigid frame—the more rigid the frame, the more smoothly the bike works—and braking actions that keep vibration to a minimum. They should have resistance-control adjustments, as well as a comfortable seat and foot pedals, too.

Proper seat height is as important to users of exercise bikes as it is to outdoor cyclists. If the seat is too low or too high, leg muscles will not function efficiently. The best seat-to-pedal distance is the rider's groin-to-floor measurement plus about two inches. Another way to obtain the correct adjustment is to place your toe on the pedal and position the seat so that your leg is bent just slightly when the pedal is in the down position.

### Indoors, Outdoors, All Around the Clock

While indoor cycling eliminates the problem of foul weather, speeding trucks, and vicious dogs, be aware that it can be boring and tedious for some people. You might try exercising to music from a radio or cassette recorder, or setting up a television set nearby. Also, many stationary bikes come equipped with stands to hold books so that you can peruse while you "cruise."

Stationary bikes are becoming more and more popular, but an adequate exercise program can be devised for out-




## FITNESS/HEALTH BULLETIN

door cycling, as well. Keep in mind that you'll have to cover more miles riding outdoors than when walking or jogging to gain similar aerobic benefits; but if your cycling is vigorous, sustained, and continued on a regular basis, it will pack the same aerobic punch.

A common problem for outdoor bicyclists is keeping a steady pace. If you're coasting a lot during your ride, then your bicycle is getting the exercise, not you. Energetic pedaling will get your heart rate up into the target zone, especially if you're riding over hilly ground or using higher gears on the bicycle. Check your pulse periodically to maintain your target rate. And, if you're like many bicyclists, you'll likely glide at times, marvel at the flowers, enjoy the wind, and do your best to forget your troubles. There's

nothing wrong with that—it may even help you preserve your sanity—but allow extra time for it during your workout. Don't forget to include warm-up and cool-down periods of five to 10 minutes for each ride.

In addition to cardiovascular benefits available from bicycling, the activity also burns calories and improves flexibility, according to research done by Dr. Arthur Leon at the University of Minnesota's Laboratory of Physical Fitness. His studies of energy expenditures of various sports suggest that a 150-pound individual who bicycles 30 minutes a day (at 13 miles per hour) three days a week can burn off the equivalent of almost 15 pounds a year.

If you're looking for a fitness activity to keep you going, try joining the bicycling boom. 

### For More Information

Bikecentennial  
P.O. Box 8308

Missoula, MT 59807

*Write for free catalog of books/maps.*

AAHPERD Publications  
1900 Association Drive  
Reston, VA 22091

*Book: Basic Bicycling. Write for ordering information.*

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## The First Step Fitness Evaluator Is Ideal for Health-Related Facilities

The First Step Fitness Evaluator is ideal for clubs, schools, YMCA's, corporate fitness centers, and all health-related facilities. The fitness evaluator quantifies an individual's current fitness level without the need for elaborate facilities.

The First Step is based on the familiar step test which requires repeated step-up and step-down exercise for a set time period . . . then checking pulse rate. A detachable metronome/timer, which emits a clear pacing tone, can be hand held, if desired. Takes only a few minutes to complete an evaluation. Simple and effective.

The First Step includes: a portable wooden dual height step with storage for record forms, an exclusive metronome/timer for pacing and timing the test, and instructions with norms. Contact Country Technology, Inc. P.O. Box 87, Gays Mills, WI 54631, (608)735-4718.

## New Film Develops Your Power of Concentration

"Why does one golfer consistently score better than another of apparently equal ability and desire?"

"Why does one scientist solve a problem months before a second scientist who has the same information and I.Q.?"

"Why does one manager struggle time and time again with assignments that seem routine to colleagues of the same experience, talent, and dedication?"

The answer lies in the power of concentration, according to Cally Curtis Company, and a new 28-minute, color film/videotape, "The Juggler," helps you develop it.

"The Juggler" is an entertaining, informative look at mastering the eight

rules of good concentration. It stars Gordon Jump of "WKRP In Cincinnati" fame and former Miss America, Laurel Schaefer, and it features a wealth of practical, how-to steps to take to harness one of the most useful and sometimes underdeveloped powers available: the ability to concentrate.

"It's an ability that has enabled people of rather average talents to reach great heights," comments Jump in his role as Mr. Bennett, the host of the film, "and, conversely, lack of concentration has handicapped and sometimes defeated otherwise exceptional individuals."

Using a juggler as an example of one type of professional who relies heavily on the ability to concentrate, the film shows how to go about harnessing this



power and putting it to use in our everyday lives.

The film is available from Cally Curtis Company, 1111 North Las Palmas Avenue, Hollywood, California, 90-038, (213) 467-1101.

## Flooring Designed with Safety in Mind

As the popularity of aerobics continues to grow, the chance of injuries to instructors and students increase. Club owners can reduce the possibility of injuries by providing a high quality floor surface in their facilities.

The Ultimate Aerobic Floor Com-

pany has developed a new aerobic floor padding especially designed to reduce aerobic related injuries. The Ultimate Aerobic Floor consists of an eight-pound closed cell foam which is placed between the floor and carpeting. The high density flooring provides a unique landing surface with a tested firmness that offers better shock absorbancy and stability. As a result, the Ultimate Aerobic Floor minimizes "ankle rollover" and other muscle injuries.

The Ultimate Aerobic Floor can be easily installed in a few short hours. Another advantage is that it is portable and can be reinstalled in a new location or larger facility.

In addition to the eight-pound flooring, the company offers four and five-pound density flooring starting at \$2.40 per square foot.

The Ultimate Aerobic Floor Company can custom manufacture an aerobic floor to meet any individual requirements.

The company has plans to manufacture individual aerobic mats for consumer and club use.

For samples and further information contact the Ultimate Aerobic Floor Company, 750 NW 57th Court, Ft. Lauderdale, Florida 33309, (305) 491-0815.

## Brooks Offers Buying Tips for Walking Shoes

Walking is a form of exercise almost anyone can do, and the only equipment needed is a pair of comfortable walking shoes.

Use of the following tips can help in selecting just the right shoe.

A firm, solid shoe helps protect the feet from the forces exerted when walking. But firm and solid does not mean inflexible and rigid—quite the opposite. A firm heel counter and cupped heel area provides foot stability and lessens the tendency to over pronate. Excessive pronation in walking, as in running, can lead to foot fatigue or strains.

## NEW PRODUCT AND SERVICE GUIDE

The sole should be fairly thin and flexible, made of a very durable material. Both the outsole and the midsole should offer excellent cushioning and shock absorption.

A lightweight shoe is preferred, since this helps reduce the foot lift load, namely the weight lifted by the foot on every step. There is little advantage to carrying around the excess weight of a heavy shoe.

Some shoes offer extra cushioning in the forefoot area, essentially providing a type of "toe spring" for easier stepping off. A good tread pattern on the outsole improves traction and helps prevent slippage on rough or varied terrain.

Foot comfort inside the shoe is also important. Uppers made of soft, lightweight leather or one of the new nylon or polymesh materials give a comfortable, conforming fit, and also allow the foot to breathe. As a person walks, the feet perspire, and the leather or synthetic materials help dissipate this moisture.

A lace-up style of shoe is preferred for walking. Lacing gives the foot added support and also allows for good flexibility in the forefoot.

Besides knowing what to look for in a shoe, it is also important to try on the shoes before taking them home. The type of socks to be used for walking should be worn for trying on the shoes. There should be adequate room in the shoe for the foot, but any sliding up and down in the heel, or any loose side-to-side movement could result in blisters. Walking should not be a painful experience, but a pleasant, enjoyable one.

With all of these tips to help, what type of shoe should be requested? Many times, the best shoe for walking is a running shoe. Running shoes like the Brooks® Chariot or Brooks® Trilogi provide the walker with excellent support and cushioning. In addition to the in-line running shoes that could be used for walking, Brooks is introducing a new walking/fitness shoe in February, called the Strider.

For more details, contact Rosemary Baker at Brooks, (616) 874-8448.



### Low-Cost Filter Solves Glaring Computer Problem

A new optical quality anti-glare screen for computers promises to make life more productive for computer users. The filter, called VU-TEK II, eliminates up to 94% of reflected glare. It retails for \$59.95.

Many studies have found that computer users are more productive and have fewer physical problems when screen images are sharp and annoying glare is eliminated. Computer operators are more comfortable, require less time away from the job due to fatigue and make fewer errors. The result is increased profitability.

Now that computers are becoming common as a business tool, productivity aids such as VU-TEK II are increasingly important.

VU-TEK II comes in sizes that fit nearly every computer. It is made of lightweight, unbreakable acrylic and attaches securely to the computer terminal in seconds. For more information or to order VU-TEK II contact: Optical Devices Inc., 805 Via Alondra, Camarillo, CA 93010, (805) 987-8801.

### Sports Camps offers Volleyball Clinics

Sports Camps International offers Instructional Volleyball Clinics for corporate and recreational league players, and coaches.

Sports Camps International, a Grand Rapids based company, has developed instructional players and coaches clinics designed for corporate and recreational volleyball leagues. SCI has been organizing and conducting instruc-

tional volleyball camps and clinics for collegiate and high school players since 1976. The instructional camps are national in scope and have involved over 20,000 campers over the past 9 years.

The corporate players clinics will be offered in a format designed to be compatible with your program. The clinic will teach the basic rules and skills of the game of volleyball, along with team concepts of offense and defense. Players are instructed in the proper techniques of each skill, and then use a number of drills that cover from one specific to several different skills, building up to team play. Each clinic readily adapts to the skill levels of the participants involved, from beginners to top level players.

The coaches clinics are also designed to help coaches at any level. Teaching progressions for each skill are presented and demonstrated, and offensive and defensive philosophy and tactics are discussed. In addition, drills and drill development can be included to help those coaches manage their time more efficiently. The coaches sessions can be done in a lecture situation, or with the coaches actually participating on a court, or in a combination of both types.

The instructors for the coaches and players clinics will be drawn from among the top collegiate coaches and players available, all of whom have experience working with players of all skill levels.

Sports Camps International looks forward to working with corporations interested in providing their employees with a well rounded physical program. Having been involved in the development of instructional volleyball camps and clinics on a national level, SCI now looks forward to working with corporate programs and employees.

If your company is interested in providing this service to your employees, or in arranging clinics for them, please contact: Dr. Dene Hadden, Director of Clinics and Promotions, Sports Camps International, 734 Alger SE, Grand Rapids, MI or call (616) 637-7028. ☐

The NESRA

# NETWORK

**Associated Industrial Recreation Council/** Burbank, California. Meets the third Wednesday of the month. Contact Carol Unch—(818) 843-2858 or (818) 989-5770.

**Atlanta Area Employee Service and Recreation Association/**Atlanta, Georgia. Meets the third Tuesday of each month. Contact Carl Pirkle—(404) 261-3111.

**Capital Area Recreation Council/**Austin, Texas. Meets monthly. Contact Pam New—(512) 250-6565.

**Central Coast Industrial Recreation Council/** Santa Cruz, California. Meets the last Tuesday of each month, excluding December. Contact Sandy Petznick—(408) 722-4116.

**Central Ohio Employee Services and Recreation Association/**Columbus, Ohio. Meets the fourth Tuesday of the month; meets the third Tuesday of November. Contact Bob Lindsay—(614) 860-5201.

**Central Savannah River Area Employee Services and Recreation Association/**Augusta, Georgia. Meets the third Tuesday of each month. Contact Bruce Hoffman—(404) 722-2673.

**Chicago Association for Recreation and Employee Services/**Chicago, Illinois. Meets monthly except May and August. Contact Britta Mansfield—(312) 496-3232.

**Cincinnati Association for the Promotion of Employee Recreation and Services/**Cincinnati, Ohio. Contact Don Schneider—(513) 421-1800.

**Cleveland Employee Services Association/** Cleveland, Ohio. Meets the second Wednesday of the month except July and August. Contact Robert Gillespie—(800) 547-6019.

**Dayton Industrial Athletic Association/**Dayton, Ohio. Meets the second Tuesday of the month. Contact Raymond M. Rakar—(513) 227-5938.

**Denver Area Employee Services and Recreation Association/**Denver, Colorado. Meets the last Tuesday of the month. Contact Walt Aranson—(303) 673-5316.

**Employee Services and Recreation Inland Empire/**Riverside and San Bernadino, California. Meets the second Wednesday of the month. Contact Russ Drew—(714) 795-2434.

**Employee Service and Recreation Orange County/**Orange County, California. Meets the second Tuesday of the month. Contact Phyllis Smith—(714) 732-2432.

**Erie Recreation Services Association/**Erie, Pennsylvania. Meets the third Wednesday of the month. Contact Tom Whitford—(814) 456-8511.

**Gateway Association for Recreation and Employee Services/**St. Louis, Missouri. Meets monthly. Contact Joe Bitner—(314) 232-2336.

**Greater Los Angeles Area Industrial Recreation Council/**Los Angeles, California. Meets the first Wednesday of the month. Contact Dave Baker—(213) 536-5693.

**Industrial Recreation Council of Greater Phoenix/**Phoenix, Arizona. Meets the second Tuesday of the month. Contact Jim Penberthy—(602) 235-3172.

**Industrial Recreation Council of Southern Arizona/**Tucson, Arizona. Meets the first Tuesday of the month. Contact Ron Aros—(602) 791-2650.

**Industrial Recreation Directors Association of New York/**New York, New York. Meets the last Thursday of each month. Contact Barbara Mansfield—(212) 489-5830.

**Iowa Recreation and Employee Services Association/**Cedar Rapids, Iowa. Meets the first Thursday of the month. Contact Rebecca Gregory—(319) 395-3521, or Judy R. Jourdon—(319) 395-8519.

**League of Federal Recreation Associations/** Washington, D.C. Meets the third Thursday of the month, excluding July and August. Contact Quintin Cary—(202) 697-3816.

**Massachusetts Association for Recreation and Employee Services/**Boston, Massachusetts. Meets the first Wednesday of the month, September through June. Contact Linda Marchi—(617) 395-2258.

**Metro Employees Recreation Chapter/**Houston, Texas. Meets the third Wednesday of the month. Contact Candy Hernandez—(713) 797-4362.

**Metroplex Recreational Council of Dallas-Ft. Worth/**Dallas and Ft. Worth, Texas. Meets the third Tuesday of each month except December. Contact Bob Brown—(214) 457-6524.

**Michigan Employee Services and Recreation Association/**Detroit, Michigan. Meets the second Wednesday of the month. Contact Gary Roehl—(313) 496-5773.

**Minnesota Employee Recreation and Services Council/**St. Paul, Minnesota. Meets the third Thursday of the month. Contact John Niehaus—(612) 456-2842 or Sue Shepherd—(612) 729-6097.

**Nashville Area Employee Services and Recreation Association/**Nashville, Tennessee. Contact: Bebe Dorris—(615) 361-2475.

**Northern Indiana Employee Services and Recreation/**Warsaw, Indiana. Contact Betty Atchison—(219) 267-9389.

**Oakland Industrial Recreation Association/** Oakland, California. Meets the first Tuesday of the month, except January and July. Contact Carole Jackson—(415) 273-3791.

**Philadelphia Association for Employee Recreation & Services.** Meets the second Wednesday of each month. Contact James Alexander—(215) 628-5760.

**Rochester Area Recreation and Employee Services Association/**Rochester, New York. Meets the last Thursday of the month. Contact Angela Cerame—(716) 422-3159.

**San Antonio Corporate Recreation Association/**San Antonio, Texas. Meets the second Wednesday of the month. Contact Ralph Puente—(512) 271-1100.

**San Diego Industrial Recreation Council/**San Diego, California. Meets the second Thursday of the month. Contact Susan Scanlan—(619) 563-7850.

**Seattle Employee Services and Recreation Association/**Seattle, Washington. Meets the last Wednesday of the month. Contact Nona Gillespie—(206) 345-6426.

**Toledo Industrial Recreation and Employees Services Council/**Toledo, Ohio. Meets the last Tuesday of the month, excluding December. Contact Jackie Erwin—(419) 255-7027.

**Tri-County Industrial Recreation Council/**Santa Clara, California. Meets the first Wednesday of the month. Contact Sue Masero—(408) 746-2286.

**Washington Area Recreation and Employee Services Council/**Washington, D.C. Meets the third Thursday of the month. Contact Kelley L. Rexroad—(301) 622-4400.

## CONFERENCES & EXHIBITS

The 1986 NESRA Conference and Exhibit will be held May 14-18 on the Queen Mary in Long Beach, California. For more information, contact NESRA headquarters: 312/562-8130.

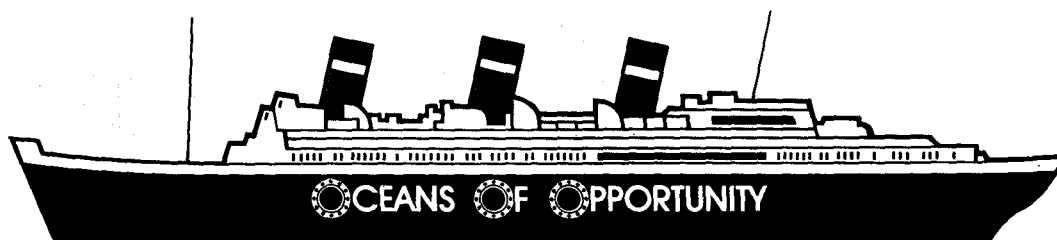
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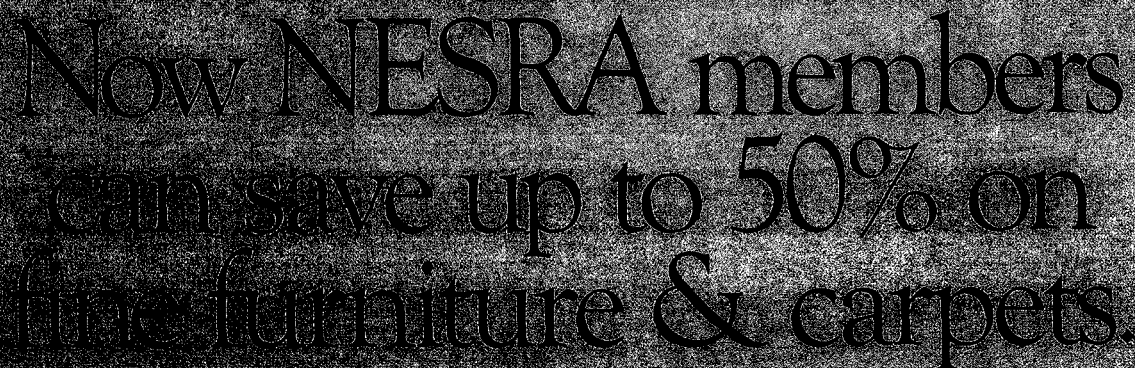
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